



GUJARAT UNIVERSITY

**DEPARTMENT OF MARITIME MANAGEMENT
B.K. SCHOOL OF PROFESSIONAL AND MANAGEMENT STUDIES**

**MASTER IN BUSINESS ADMINISTRATION
(SELF – FINANCE PROGRAMME)
CURRICULUM
EFFECTIVE FROM ACADEMIC YEAR 2021-22 Onwards**

Gujarat University- Ahmedabad, MBA Programme

Programme structure

1	Duration of the programme	Two years full time programme.
2	No. of semesters	Two semesters each in the 1st and 2nd year for the fulltime MBA program.
3	Duration of one semester	15 weeks of direct teaching and 2-3 weeks for examination and related activities (beginning from July/August to December and January to April/May in each academic year)
4	Credit requirements	A total of 108 credit hours (one credit hour is equal to 10 hours of class room teaching)
5	Summer project duration	Eight to ten weeks after 2 nd Semester for the programme.
6	Validity of registration	The students who have registered for the programme should complete the same successfully within five years. Those who could not complete the programme within this period should seek the University's approval for continuation through the School, which may be granted at the discretion of the university.
7	Students who dropout	Those students who drop out of the programme in an academic year after having paid the fee will be allowed to rejoin the programme in the subsequent year, subject to the discretion of the School.
8	Attendance	For completing the programme, Attendance in 75% of the total sessions is necessary. However, it is desirable to maintain a reasonable level of attendance in every course. The Director of the School may condone the shortage of attendance up to 25%, on a case-to-case basis, if the absence is due to compelling circumstances. Beyond that it will be the decision of the faculty and University.
9	Annual calendar	The annual calendar will be declared by the University in the beginning of the year, indicating the start and end of semesters, internal and external examination time slots, etc.
10	Intake	60
11	Fees	Rs. 20000/- Per Semester

Gujarat University- Ahmedabad, MBA Programme

Gujarat University

Department of Maritime Management

B. K. School of Professional and Management Studies

List of Subjects for MBA Programme

Course code	Name of Subject	Credit	No. of Class Hour
First Semester (Common for All Specializations)			
FC101	Economics for Managers(EFM)	4	40
FC102	Managerial Functions(MF)	4	40
FC103	Accounting for Managers (AFM)	4	40
FC104	Organization Behavior(OB)	4	40
FC105	Quantitative & Modeling Techniques (Q&MT)	4	40
FC106	Management Information System (MIS)	4	40
FC107	Managerial Communication & Soft Skills Development(MC&SSD)	4	40
FC108	Learning Ethics, Ethos and Values from Leaders (LEE&VFM)	4	40
		32	320
Second Semester (Common for All Specializations)			
FC201	Human Resource Management(HRM)	4	40
FC202	Production and Operation Management(P&OM)	4	40
FC203	Cost and Management Accounting(C&MA)	4	40
FC204	Fundamentals of Financial Management(FOFM)	4	40
FC205	Marketing Management(MM)	4	40
FC206	Strategic Management(SM)	4	40
FC207	Project Management(PM)	4	40
FC208	International Business Management(IBM)	4	40
		32	320
Third Semester (Common for All Specializations)			
SIP	Summer Internship Placement 6 to 8 Weeks	8	80
SC301	Business Law (BL)	4	40
SC302	Risk Management(RM)	4	40
SC303	Logistics & Supply Chain Management (L&SCM)	4	40
SC304	Business Research Methodology (BRM)	4	40
SC305	Corporate Social & Environmental Responsibility (CS&ER)	4	40
SC306	Entrepreneurial Development & Innovation Management (ED&IM)	4	40
		32	320

Course code	Name of Subject	Credit	No. of Class Hour
Fourth Semester (For Financial Management)			
LS401	Management of Financial Services (MFS)	4	40
LS402	Investment Analysis & Portfolio Management (IA&PM)	4	40
LS403	Corporate Taxation & Financial Planning (CT&FP)	4	40
LS404	Strategic Financial Management (SFM)	4	40
LS405	Banking & Insurance Management (B&IM)	4	40
LS406	International Finance Management (IFM)	4	40
LS407	Mergers and Acquisition Management (M&AM)	4	40
LS408	Project Report (PR)	4	40
		32	320
Fourth Semester (For Human Resource Management)			
LS401	Conflict Management and Negotiation (CMN)	4	40
LS402	International Human Resource Management (IHRM)	4	40
LS403	Recruitment & Selection (R&S)	4	40
LS404	Compensation Management (CM)	4	40
LS405	Performance Management (PM)	4	40
LS406	Change Management & Organizational Development (CM&OD)	4	40
LS407	Strategic Human Resource Management (SHRM)	4	40
LS408	Managing Industrial Relations & Labor Legislations (MIR&LL)	4	40
		32	320
Fourth Semester (For Marketing Management)			
LS401	Consumer Behavior (CB)	4	40
LS402	Sales and Distribution Management (S&DM)	4	40
LS403	International Marketing (IM)	4	40
LS404	Retail Marketing (ReM)	4	40
LS405	Rural Marketing (RuM)	4	40
LS406	Service Relationship Marketing (SRM)	4	40
LS407	Digital Marketing Management (DMM)	4	40
LS408	Product & Brand Management (P&BM)	4	40
		32	320

	Fourth Semester (For Operation Management)		
OM401	Advanced Logistics Management (ALM)	4	40
OM 402	Advanced Supply Chain Management (ASM)	4	40
OM 403	Warehouse Management (WM)	4	40
OM 404	Total Quality Management (TQM)	4	40
OM 405	Material Management (MM)	4	40
OM 406	Operation Research (OR)	4	40
OM 407	Enterprise Resource Planning (ERP)	4	40
OM 408	Contemporary Issues in Production and Service Operation	4	40
		32	320
	Total Credits of Two Years	108	1080

- Case studies are compulsory in every module of each subject
- Sector Specific cases should be taught like Pharma, FMCG, Ecommerce etc.

Subject	FC101 - Economics for Managers(EFM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. It further aims at enhancing the understanding capabilities of students about macro –economic principles and decision making by business and government
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Ten principles of economics	<ul style="list-style-type: none"> How people make decisions How people interact How the economy works as a whole. 	20	8
	Thinking like an economist	<ul style="list-style-type: none"> The scientific method; Role of assumptions Economic models The circular-flow diagram; Production possibilities frontier Micro and macroeconomics Positive versus normative economics Why economists disagree” 		
	The market forces of supply and demand	<ul style="list-style-type: none"> Markets and competition Individual demand Demand schedule and demand curve Market demand versus individual demand Shifts in the demand curve Supply schedule, Supply and demand– equilibrium, analyzing changes in equilibrium. 		
	Elasticity and its application	<ul style="list-style-type: none"> The elasticity of demand. The elasticity of supply. Application of elasticity. Case: Pricing, admission to a museum. 		
	Consumers, producers and the efficiency of markets	<ul style="list-style-type: none"> Consumer surplus; Producer surplus. Market efficiency–the benevolent social planner Evaluating the market equilibrium Market efficiency and market failure 		

	The costs of production.	<ul style="list-style-type: none"> Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit Production and costs – the production function, from production function to the total cost curve; various measures of cost – FC, VC, AC, MC, cost curves and their shapes and relationship. Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale. 		
II	Firms in competitive markets	<ul style="list-style-type: none"> What is a competitive market? Profit maximization and the competitive firm's supply curve The supply curve in a competitive market? <p>Case: Near empty restaurants and off-season miniature golf.</p>	20	8
	Monopoly	<ul style="list-style-type: none"> Why monopolies arise. How monopolies make production and pricing decisions. The welfare cost of monopoly – deadweight loss, social cost. Public policy towards monopolies. Price discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts). <p>Case: The De Beers Diamond Monopoly.</p>		
	Oligopoly	<ul style="list-style-type: none"> Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, how the size of an oligopoly affects the market outcome. Game theory and the economics of cooperation – prisoners' dilemma, oligopolies as a prisoners' dilemma, other examples of prisoners' dilemma (arms race, advertising, common resources), the prisoners' dilemma and the welfare of society, why people sometimes cooperate. Case: OPEC and the World Oil Prices 		
III	Oligopoly – contd.	<ul style="list-style-type: none"> Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying. Case: An Illegal Phone Call 	20	8

	Monopolistic competition	<ul style="list-style-type: none"> • Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, mark up over marginal cost), monopolistic competition and the welfare of society • Advertising – the debate over advertising, advertising as a signal of quality, brand names. • Case: Advertising and the price of eyeglasses. 		
	The theory of consumer choice	<ul style="list-style-type: none"> • The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves • Optimization – the consumer's optimal choices, change in income, change in prices, income and substitution effects, deriving the demand curve; Four applications – do all demand curves slope downward, how do wages affect labor supply, how do interest rates affect household saving, do the poor prefer to receive cash or in-kind transfers 		
	Measuring a nation's income	<ul style="list-style-type: none"> • The economy's income and expenditure. • The measurement of GDP. • The components of GDP; Real v/s nominal GDP. • GDP and economic wellbeing. • Case: International difficulties in GDP and Quality of life. 		
	Measuring the cost of living	<ul style="list-style-type: none"> • The consumer price index. • Correcting economic variables for the effects of inflation, Impact of Inflation on various sections of society- producers and consumers. 		
IV	Production and growth	<ul style="list-style-type: none"> • Economic growth around the world; The role and determinants of productivity • Economic growth and public policy. • The importance of long-run growth. 	20	8
	Saving, investment and the financial system	<ul style="list-style-type: none"> • Financial institutions in the US economy. • Saving and investment in the National Income Accounts. • The market for Loanable funds, Supply and Demand for Loanable Funds. 		
	The monetary system, Money growth and inflation	<ul style="list-style-type: none"> • The meaning of money. • Functions and Kinds of Money, • The classical theory of inflation. • The Cost of inflation. 		

	Open-economy macroeconomics – Basic concepts	<ul style="list-style-type: none"> • The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows. • The prices for international transactions (real and nominal exchange rates). A first theory of exchange-rate determination (purchasing power parity). 		
V	Aggregate demand and aggregate supply	<ul style="list-style-type: none"> • Three key facts about economic fluctuations. • Explaining short-run economic fluctuation. • The aggregate demand curves. • The aggregate supply curves. • Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply). 	20	8
	The influence of monetary and fiscal policy on aggregate demand	<ul style="list-style-type: none"> • How monetary policy influences aggregate demand – the theory of liquidity preference, the downward slope of the aggregate demand curve, changes in the money supply, the role of interest-rate targets in Fed policy. • How fiscal policy influences aggregate demand – changes in government purchases, the multiplier effect, a formula for the spending multiplier, other applications of the multiplier effect, the crowding-out effect, changes in taxes. Using policy to stabilize the economy – the cases for and against active stabilization policy. 		
	The short-run trade-off between inflation and unemployment	<ul style="list-style-type: none"> • The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve. • Shifts in the Phillips Curve – the role of expectations. • Shifts in the Phillips Curve – the role of supply shocks. • The cost of reducing inflation – the sacrifice ratio, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era. 		
	Five debates about macroeconomic policy (pros and cons)	<ul style="list-style-type: none"> • Should monetary and fiscal policymakers try to stabilize the economy? • Should monetary policy be made by rule rather than by discretion? • Should the Central Bank aim for zero inflation? 		

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		<ul style="list-style-type: none"> Should fiscal policymakers reduce the government debt? Should the tax laws be reformed to encourage saving? 		
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Text Books:

Author/s	Name of Book	Publisher	Edition and Year of Publication
N Gregory Mankiw	Principles of Economics	Thomson South-Western	Latest Edition
Pindyck & Rubinfeld	Microeconomics	Pearson.	Latest Edition
Christopher R., Thomes, S. Charles Maurice	Managerial Economics – Concepts and Applications.	Tata McGraw Hill	Latest Edition

Reference Book

Author/s	Name of the Book	Publisher	Edition and Year of Publication
DSalvatore	Managerial Economics in a Global Economy	Thomson South Western	Latest Edition
Ravindra H., Dholakia and Ajay N. Oza	Microeconomics for Management Students	Oxford University Press	Latest Edition
G. S. Gupta	Managerial Economics	Tata Mc Graw Hill companies	Latest Edition
C. Rangaragan and B. H. Dholakia	Principles of Macroeconomics,	The McGraw-Hill companies	Latest Edition
G. S. Gupta, 3/e	Macroeconomics – Theory and Applications	The McGraw-Hill companies	Latest Edition
Samuelson and Nordhaus	Economics	The McGraw-Hill companies	Latest Edition
Atmanand	Managerial Economics	Excel Books	Latest Edition
I C Dhingra (SCS)	Essentials of Managerial Economics	Educational	Latest Edition
D Salvatore	Microeconomics: Theory and Applications	Oxford University Press	Latest Edition
Lipsey and Chrystal	Economics	Oxford University Press	Latest Edition
D. Salvatore	Managerial Economics- Principles and Worldwide Applications	Oxford University Press	Latest Edition
H.L Ahuja	Managerial economics	S Chand	Latest Edition

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Hirschey	Economics for Managers	Ceenge Learning	Latest Edition
Satya P. Das	Microeconomics for Business	Sage Text Books	Latest Edition
Geetika, Piyali Ghosh, Purba Roy Choudhary	Managerial Economics	Tata McGraw hill	Latest Edition
Mankiw	Econimcs – Principles and Application	Ceenge Learning	Latest Edition
D. N. Dwivedi	Managerial Economics	Vikas	Latest Edition

List of Journals/Periodicals/ Magazines/ Newspapers etc	Economist, Economic and Political Weekly, Economic Times, Business Standard, etc.
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Subject	FC102 – Managerial Functions (MF)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To provide an understanding of basics of Management, the nature of organizational operation & change; the role of a manager in dealing with that change; and skills which will allow them to contribute positively to the change process. To develop understanding of latest management principles and get prepared to face the management challenges of 21st century.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to the Principles of Management & Planning	<ul style="list-style-type: none"> Organization and the Need for Management The Management Process Management Level and Skills The Evaluation of Management Theory Classical Organizational Theory and Relations Theories Social Responsibility & Ethics Globalization & Management Decision making Planning & Strategic Management- Evolution Strategic Implementation 	20	8
II	Organizing & Leading	<ul style="list-style-type: none"> Organizational Design & structure Power & Distribution Of Authority Managing Organizational change Leadership Team & Team Works Communication & Negotiation 	20	8
III	Management Function and Behavior	<ul style="list-style-type: none"> Effective Control & Budgeting Operational Management Organization and Organization Behavior: An Introduction National Culture and its impact on Organization Behavior Changes in the Organizational Context and Challenges for Organization 	20	8

IV	Understanding Individuals and groups in Organization	<ul style="list-style-type: none"> • Perception and Attribution : Understanding how we interpret and judge • Shaping Attitudes at work • Understanding Motivation and Motivational Themes for Application • Understanding Personality, Values and More • Thresholds of Interpersonal Behavior • Understanding Groups and Teams • Exploring Communication as a Behavioral Process • Managing Conflict, Stress and Negotiation • Understanding Decision –Making Process • Understanding Power and Organization Politics 	20	8
V	Understanding How Organizations shape Behavior	<ul style="list-style-type: none"> • Effectiveness of Organization Design • Creating Structure to Support Effective Behavior • Exploring Organizational Roles • Understanding Organizational Culture • Understanding Leaders and the Basic Concepts in Leadership • Leading for Change and Organizational Effectiveness 	20	8

Text Books:

Author/s	Name of Book	Publisher	Edition and Year of Publication
J. A. F. Stoner, R. E. Freeman & D. R. Gilbert Jr	Management	Englewood Cliffs, N.J. : Prentice-Hall	Latest Edition
Margie Parikh Rajen Gupta	Organizational Behaviour	MacGrawHill	Latest Edition

Reference Books:

Author/s	Name of Book	Publisher	Edition and Year of Publication
Richard Hall	Organisation Theory, Structure, processes & outcome	Pearson Prentice Hall	Latest Edition

Subject	FC103 - Accounting for Managers (AFM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Financial Accounting	<ul style="list-style-type: none"> Meaning of Accounting Uses and Users of Accounting Information Accounting principles Transactions and events Principles of Double entry system of accounting Classification of commonly used accounts, Rules of debit and credit, Recording of business transactions Journalisation Preparation of Cashbook Preparation of Ledger and trial balance Taxation GST (GST on Freight, Payment Rules, Payment Ledgers) 	20	8
II	Final Accounts / Financial Statements and Ship Financing	<ul style="list-style-type: none"> Preparation of Trading Account, Profit and loss Account, Profit and loss Appropriation Account, Balance Sheet. Understanding of adjustment entries Ship Financing <ul style="list-style-type: none"> Introduction to ship finances The business model Profit and loss account Balance sheet Employment of capital 	20	8

III	Analysis of Financial statements	<ul style="list-style-type: none"> • Meaning and objectives of financial statement analysis • Sources of information • Standards of comparison • Types of analysis <ul style="list-style-type: none"> ○ vertical or horizontal methods • Techniques of analysis <ul style="list-style-type: none"> ○ Comparative financial statements ○ Common size statements • Accounting Ratios <ul style="list-style-type: none"> ○ Classification ○ Advantages and limitations of ratio analysis ○ Interpretation of ratios • Cash flow statement <ul style="list-style-type: none"> ○ meaning ○ usefulness, limitations ○ Interpretation 	20	8
IV	Understanding published financial statements	<ul style="list-style-type: none"> • Nature and significance of corporate financial statements • Corporate Balance-sheet and Profit and loss account • Notes to the accounting and significant accounting policies • Important provisions of Companies Act, 1956 for preparation of financial statements • Disclosures in published financial statements and their interpretation • Understanding about Directors' report, Auditors' report, Management discussion and analysis report, Corporate governance report 	20	8
V	Budgetary Control	<ul style="list-style-type: none"> • Meaning of budget • Budgeting and budgetary control • Organization of budgetary control • Objectives of budgetary control • Advantages and limitations of budgetary control system • Classification and preparation of budgets [functional and flexible], • Zero base budgeting <p>Case study: An integrated case based on the above modules</p>	20	8

Text Books:

Author/s	Name of Book	Publisher	Edition and Year of Publication
S.K. Bhattacharya, John Dearden	Accounting for management, Text and Cases	Vikas	Latest Edition
Ambrish Gupta	Financial Accounting for Management: An analytical perspective	Pearson	Latest Edition

Reference Books:

Author/s	Name of Book	Publisher	Edition and Year of Publication
J. Madegowda	Accounting for Managers	Himalaya	Latest Edition
Ashok Banerjee	Financial Accounting: A managerial emphasis	Excel	Latest Edition
Paresh Shah	Basic Accounting for Management	Oxford	Latest Edition

Subject	FC104 –Organization Behavior (OB)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To sensitize students with the Human side of the organization, present Organizational Behavior as one of the approaches towards Organizational Effectiveness. Additionally, enhance awareness of the students to dynamics of Individual, Group and Organizations. Prepare students to enhance their personal effectiveness and improve their contribution to group and organizational processes.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I		<ul style="list-style-type: none"> Understanding the Meaning and Context of OB Introduction to OB What are Organizations, what is OB Importance, relevance Disciplines contributing to its knowledge Evolution of thought in OB Model of OB National Culture Concept of National Culture Frameworks and dimensions of National Culture Indian cultural context for OB, Dominant values, ethos and unique features of Indian culture Impact of culture at work challenges posed by cultural differences How organizations can deal with these challenges 	20	8
II		<ul style="list-style-type: none"> Understanding Individual Behavior Perception - Meaning, sub-processes of perception-Understand how perception influences behavior, social perception Perceptual errors and their outcome Process of attribution and attribution errors How can judgmental and attribution errors be detected and reduced Attitudes -Meaning of work-related attitudes. Meaning of Job Satisfaction, Commitment and Organizational Citizenship Behavior, Employee Engagement and Involvement: important attitudes 	20	8

		<p>at work.</p> <ul style="list-style-type: none"> • The influence of work-related attitudes on Organizational outcomes • what measures can organizations adopt in order to shape favorable attitudes at work • Meaning and importance of values • Types of Values • Impact of values on Attitudes and Personality 		
III		<ul style="list-style-type: none"> • Personality: What is Personality? • Range of approaches and theories used for understanding Personality. • Understand how Personality contributes to differences in individual behavior. • Understand how personality can be measured. • Important concepts related to Personality. • Understand Indian context shaping individual personality. Understanding Personal Effectiveness through Transactional Analysis. • Introduction to Transactional Analysis (TA) Theory Understanding Basic concepts of TA: Strokes, Transactions, Ego States, Games, Drama Triangle Scripts -Analyzing Transactions. • Understanding ego states from Transactions and identifying effective transactions. • Understanding Life Positions and how to stay OK with self and others. • Motivation: Meaning and importance of motivation, content and process theories of motivation, linkages between motivation and other OB processes such as leadership, culture development, and more. • Motivational challenges especially in the Indian context. 	20	8
IV		<ul style="list-style-type: none"> • Understanding Group Behavior Introduction to Groups and Teams • Meaning of Groups and Group Formation • Types of groups and teams, how groups are formed • Key difference between the concepts of groups and teams • Synergy and Dysfunctions of Group working • Factors affecting group performance • How Groups and Teams can be made more effective 	20	8

		<ul style="list-style-type: none"> • Making Groups more Effective • Working Effectively in Teams 		
V		<ul style="list-style-type: none"> • Johari Window as a Framework for Effective Communication. • Understand Communication as a Human Process in the Organizations. • Understand the Johari framework for communication and sharing feedback and information. • Conflict, Stress, Negotiation -meaning, levels and sources of Conflict. • Ways and styles to deal with Conflict. • Cultural differences in tolerance for conflict. • Meaning and consequences of Stress. • Different types of stressors -elements that moderate stress. • Various strategies to cope with stress at work. • The nature and approaches to negotiation. • Decision-making -Meaning and Process of Decision making. • Rational and Behavioral decision. • Making styles of decision-making. • Factors affecting how decisions are made within organizations 	20	8

Text Books:

Author	Name of the Book	Publisher	Edition and Year of Publication
Stephan Robbins, Timoty Judge and Seema Snaghi	Organizational Behavior	Pearson	Latest Edition
Fred Luthans	Organizational Behavior	McGraw Hill	Latest Edition

Reference Books:

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
K. Aswathappa	Organizational Behaviour	Himalaya	Latest Edition
Niraj Kumar	Organizational Behaviour	Himalaya	Latest Edition

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PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition
Debra L. Nelson & James C. Quick	Organizational Behaviour	Ceenage Learning	Latest Edition
Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Tata Mcgraw- Hill	Latest Edition
Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Tata Mcgraw- Hill	Latest Edition
S. S. Khanka,	Organizational Behaviour	Vikas Publishing	Latest Edition
Kavita Singh	Organizational Behaviour– Text and Car	Pearson Edition	Latest Edition
Udai Pareek	Understanding Organizational Behavior	Oxford	Latest Edition
Mcshane and Radha Sharma	Organizational Behavior	McGraw-Hill	Latest Edition
Stephan Robbins	Organizational Behavior	Pearson Education	Latest Edition

Subject	FC105 - Quantitative Analysis & Modeling Techniques (QA&MT)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To impart the basic art and science of gathering, analyzing and using data to identify and resolve managerial and decision making problems. To develop skills in structuring and analyzing business, Problems using Quantitative analysis. To develop aptitude and statistical thinking approach to business problems. To understand the effective use of computer software for resolution of Statistical problems.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Basic Statistics	<ul style="list-style-type: none"> Descriptive Statistics Central Tendency Measures of Dispersion, Skewness, Review of permutation and Combination Introduction to Probability and Baye's Theorem Random variable and Probability distribution, Expected Value, Variances & Covariance; Decision Analysis, Expected Value, Expected Opportunity Loss, Decision Tree 	20	10
II	Probability Distribution and Sampling	<ul style="list-style-type: none"> Discrete Probability Distributions - Binomial, Poisson, Uniform; Continuous Density function Uniform, Normal distribution, Sampling and Sampling distribution; Determinate of sample size; Testing of Hypothesis; Chi-square test - Test for Independence, Goodness of fit 	20	10
III	Correlation, Regression and ANOVA	<ul style="list-style-type: none"> Correlation & Simple Regression: One- way Analysis of Variance, etc. 	20	10

IV	Introduction to OR and Linear Programming	<ul style="list-style-type: none"> • Introduction to Operations Research (OR): Nature of OR problems; Decision Science, Modeling Techniques <ul style="list-style-type: none"> ▪ Introduction to Linear Programming: Formulations; Graphical Methods of solution; Duality & its implications; Sensitivity Analysis, ▪ Exposure to available computer packages: Transportation & Transshipment Problem; Assignment & Traveling 	20	10
V	Management Science Model	<ul style="list-style-type: none"> • Introduction to Integer Programming: • Markov Analysis; Introduction to Network: - Shortest path / max-flow / Minimum spanning tree • Simulation; Queuing Problems (only Elementary Models). 		

Text Books:

Author	Name of the Book	Publisher	Edition and Year of Publication
Richard Levin & David S Rubin	Statistics for Management	PHI	Latest Edition
Anderson, David R	Introduction to Management Science: A Quantitative Approach to Decision Making	West Publishing Company	Latest Edition

Reference Books:

Author	Name of the Book	Publisher	Edition and Year of Publication
Hogg R V & E.A.Tanis	Probability and Statistical Inference	Pearson	Latest Edition
P.C. Tulsian and Vishal Pandey	Quantitative Techniques – Theory & Problems	Tulsian's	Latest Edition
McClave J T & P.G.Benson	Statistics for Business and Economics	Pearson	Latest Edition
Neter J W Wasserman & M H Kutner	Applied Linear Statistical Models	McGraw-Hill Education	Latest Edition

Subject	FC106 –Management Information System (MIS)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To enable students to understand the latest technology available in the Information Technology sector (both hardware & software), Their comparative advantages & finally assess the suitability for implementation in the organization in a manner as to provide a synergistic environment of working in a mutually beneficial manner with the stakeholders.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Management Information System	<ul style="list-style-type: none"> Management Information Systems Need, Purpose and Objectives Contemporary Approaches to MIS Information as a strategic resource Use of information for competitive advantage MIS as an instrument for the organizational change Case studies 	20	8
II	Decision Support System	<ul style="list-style-type: none"> Information, Management and Decision Making Models of Decision Making Classical, Administrative and Herbert Simon's Models Attributes of information and its relevance to Decision Making Types of information Decision Support Systems Group Decision Support Systems Executive Information Systems Executive Support System Expert Systems and Knowledge Based Expert Systems Artificial Intelligence Case studies 	20	8
III	Information Technology	<ul style="list-style-type: none"> Information Technology Definition, IT Capabilities and their organizational impact Telecommunication and Networks Types and Topologies of Networks IT enabled services such as Call Centres, Geographical Information Systems etc. Overview of Block Chain Overview of Android Operating System Overview of operating system of iPhone Logistics & Supply Chain Mobile Applications 	20	8

		<ul style="list-style-type: none"> • Case studies 		
IV	Database Management Systems	<ul style="list-style-type: none"> • Data Base Management Systems • Data Warehousing and Data Mining • Systems Analysis and Design • Systems Development Life Cycle • Alternative System Building Approaches • Prototyping • Rapid Development Tools • CASE Tools • Object Oriented Systems • Case studies 	20	8
V	System Development Strategies	<ul style="list-style-type: none"> • Management Issues in MIS • Information Security and Control • Quality Assurance • Ethical and Social Dimensions • Intellectual Property Rights as related to IT Services / IT Products • Managing Global Information Systems • Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies. • Logistics & Supply Chain Management – IT use in Railways (port –rail interface inIT) • EDI – Electronic Data Interface (Custom / Bank / Shippers /Agents) <p>Case study: An integrated case based on the above modules</p>	20	8

Text Books:

Author	Name of the Book	Publisher	Edition and Year of Publication
James O'Brien	Management Information Systems	TMH	Latest Edition

Reference Books:

Author	Name of the Book	Publisher	Edition and Year of Publication
Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson	Latest Edition
Gordon Davis and Margrethe Olson	Management Information System: Conceptual Foundations - Structure and Development	McGraw-Hill	Latest Edition

Subject	FC107 -Managerial Communication & Soft Skills Development (MC&SSD)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Communication is a very essential skill for the managers to be successful in their professional career. • The objective is to acquaint the students with the basic concepts and techniques of communication that are useful in developing skills of communicating effectively
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Concepts of Communications : Definition	<ul style="list-style-type: none"> • Forms of Communication, • Objectives of Communication, • Characteristics of Communication, • Process of Communication, • Communication, Roadblocks, • Role of Verbal & Non-verbal Symbols in Communication, • Barriers to Effective Communication, • Overcoming Communication Barriers, 	20	8
II	Listening Skills	<ul style="list-style-type: none"> • Definition, Anatomy of poor Listening, • Features of a good Listener, • Role Play. 	20	8
III	Spoken Communication	<ul style="list-style-type: none"> • Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, delivering presentation, • Developing & displaying visual aids, Handling questions from the audience, Audiovisual CD 	20	8
IV	Group Discussion & Interviews Meetings	<ul style="list-style-type: none"> • Group Discussion & Interviews, Meetings: • Ways and Means of conducting meeting effectively, Mock Meetings and Interviews. 	20	8
V	Forms of Communication in Written mode	<ul style="list-style-type: none"> • Basics Body language of Business Letters & Memos, • Tone of writing, inquiries, orders & replying to them, • sales letters, Job applications & resume, Email: How to make smart e-mail, • Writing Business Reports and Proposals, Practice for Writing. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Murphy	Effective Business Communication	Tata McGraw-Hill Publishing	Latest Edition
Koneru	Professional Communication	Tata McGraw-Hill Publishing	Latest Edition
Monopoly	M. M., Business Communication Strategies	Tata McGraw-Hill Publishing	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Bentley, T. J. Report Writing in Business	The Chartered Institute of Management Accountants	Viva books Pvt. Ltd., New Delhi.	Latest Edition
Boone, Kurtz, & Block	Contemporary Business Communication	Wiley Publication	Latest Edition
McLeod, Raymond and Schell, George P	Management Information Systems	Prentice Hall, New Jersey, US.	Latest Edition
Devlin, Frank J, Richard D. Irwin	Business Communication	Illinois	Latest Edition
Kaul, Asha	Effective Business communication	Prentice Hall of India, New Delhi,	Latest Edition
Lesikar Raymond V. & M. E. Flatley	Basic business Communication	10 ed., Tata McGraw-Hill,	Latest Edition
Ludlow, Ron & F. Pantan	The Essence of Effective Communication	Prentice Hall of India, New Delhi,	Latest Edition
Monippally, M. M	The Craft of Business Letter Writing	Tata McGraw Hill, New Delhi,	Latest Edition
Ray, Reuben,	Communication Today	Himalaya Publishing House, Mumbai,	Latest Edition
Thill, John & C. V. Bovee	Excellence in Business Communication	McGraw Hill Inc.,	Latest Edition

Subject	FC108 – Learning Ethics, Ethos and Values from Leaders (LEE&VFM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> The objective of the course is to impart the moral dilemmas the professionals are faced with, value-based ethics and sensitivity towards safety and risk, collegiality and loyalty, Environmental ethics etc. This course is going to be hands-on, assignment- based course for which some groundwork related to the National Culture and ethical dealing in business will be discuss.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I		<ul style="list-style-type: none"> Review of Indian Ethos in Management Eastern and Western Ethical Thought and Business Practice. Doctrines, Dogmas and Business Management Modern Approach towards Indian Ethos 	20	8
II		<ul style="list-style-type: none"> Ethics and Organizations. Employee Duties and Rights. Discriminatory and Prejudicial Employee Practices. 	20	8
III		<ul style="list-style-type: none"> Downsizing the Workforce. Handling Ethical Dilemmas at Work. Marketing Strategy and Ethics. 	20	8
IV		<ul style="list-style-type: none"> Ethical Practices in Market Place. Ethics and Finance. Business and the Environment. 	20	8
V		<ul style="list-style-type: none"> Corporate Responsibility, Social Audit and Ethical Investing. Computers and Ethics. Case Studies 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
S. K. Chakraborty	The Management and Ethics Omnibus	Oxford	Latest Edition
Ferrell	Business Ethics: Ethical Decision Making and Cases	Wiley India	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Velasquez	Business Ethics: Concepts and Cases	PHI	Latest Edition
Peterson & Ferrell	Business Ethics: New Challenges for Business Schools and Corporate Leaders	PHI	Latest Edition
Barbara MacKinnon	Ethics: Theory and Contemporary Issues		Latest Edition
Peter Singer	Ethics	Oxford	Latest Edition
Ronald Howard Clinton D. Korver	Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life	Harvard Review Press	Latest Edition

Gujarat University- Ahmedabad, MBA Programme

Subject	FC201 –Human Resource Management (HRM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • This is the first introductory course of the functions of HRM • To acquaint students with different subsystems of Human Resource Management and their importance. • The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Strategic role of HRM and HR subsystems - I	<ul style="list-style-type: none"> • Introduction to Human Resource Management • The Strategic Role of Human Resources Management. • Job Analysis. • HR Planning and Recruiting • Employees Testing and Selection 	20	8
II	HR subsystems – II	<ul style="list-style-type: none"> • Interviewing Candidates • Training and Developing Employees • Performance Management and Appraisal • Managing Career and Fair Treatment 	20	8
III	HR subsystems – III	<ul style="list-style-type: none"> • Establishing Strategic Pay Plans • Pay for Performance and Financial incentives • Managing Global Human Resources Strategic Management • Organizational Renewal 	20	8
IV	Industrial Relations	<ul style="list-style-type: none"> • Industrial Relations – Definitions and Main Aspects • Trade Union Legislations, Methods of settling Industrial • Disputes, Collective Bargaining, Legislations • Concerning Settlement of Industrial Disputes 	20	8
V	Labour Legislations	<ul style="list-style-type: none"> • Factories Act, International Labor Organization • Labor Management Cooperation/ Workers’ Participation, in Management, Payment of Wage Legislation • Minimum Wage Legislation, Equal Remuneration Legislation. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Gargy Dessler and Biju Varkkery–	Human Resources Management	Prentice Hall India / Pearson Education – 2003 Indian Reprint	Latest Edition
Sinha, Sinha and Shekhar	Industrial Relations, Trade Unions and Labor Legislations	Pearson Education, New Delhi	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Gomez-Mejia, Balkin and Cardy	Managing Human Resources	Pearson Education	Latest Edition
S. C. Srivastava	Industrial Relations & Labor Laws	Vikas Publishing House Pvt Ltd	Latest Edition
P. Jyothi and D. N. Venkatesh	Human Resource Management	Oxford University Press	Latest Edition
C.B. Mamoria & S.V. Gankar	A Text book of Human Resource Management	Himalaya Publishing House Pvt. Ltd	Latest Edition
M. Lall	Human Resource Management	Excel Books	Latest Edition
David Lepak, Many Gowar	Human Resource Management	Pearson	Latest Edition
Fisher, Schoenfeldt, Shaw	Managing Human Resource	Cengage Learning	Latest Edition
Snell, bohlander	Human Resource Management	Cengage Learning	Latest Edition
V. S. P. Rao	Human Resource Management– Text and Cases	Excel Books	Latest Edition
P. Subba Rao	Essential of Human Resource Management and Industrial Relatives; Text, Case and Gamer	Himalaya	Latest Edition
A. M. Sheikh,	Human Resource Development and Management	S. Chand	Latest Edition
R. S. Davar	Personnel Management and Industrial Relations	Vikas	Latest Edition
John M. Ivancevich	Human Resource Management	Tata McGraw Hill	Latest Edition
Chandra, Prasanna (2008)	Human Resource Management	Pearson	Latest Edition

List of Journals/Periodicals/ Magazines/ Newspapers etc.	Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.
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Subject	FC202 - Production and Operations Management (P&OM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> Understand the role of the operations management (OM) function in the functioning of an organization. Offer abroad survey of the concepts and tools used in operations management.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Importance of the OM function and its strategic importance.	<ul style="list-style-type: none"> Various types of manufacturing and service systems. The systems approach to OM. Introduction to Operations Management. Operations strategy and competitiveness. Product design and process selection for manufacturing and services. Facility location and layout. 	20	8
II	Inventory management decisions	<ul style="list-style-type: none"> The hierarchical approach to planning and various methods of inventory management. Forecasting, inventory systems for independent demand. Inventory management under uncertain demand. Inventory systems for dependent demand, aggregate planning. 	20	8
III	Operations scheduling and the management of large projects.	<ul style="list-style-type: none"> Understand various methods of operations scheduling and the management large projects. Operations scheduling Project management 	20	8
IV	Issues associated with the management of queues and the management of supply chains	<ul style="list-style-type: none"> The management of queues, Applications in manufacturing and services Supply chain management. 	20	8
V	Concepts of TQM & Other Analytical Models	<ul style="list-style-type: none"> Develop an understanding of Japanese manufacturing management philosophies. Quality management, statistical quality control JIT production systems. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
William J Stevnsons	Operations Management	Tata McGrawHill	Latest Edition
Heizer, Jay and Render, Barry, Jagadsh Rajshekar	Operations Management	Pearson Education	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Buffa, Elwood S. and Sarin, Rakesh K	Modern Production and Operations Management,	John Wiley and Sons(Wiley India)	Latest Edition
Kachru Upendra	Production and Operations Management	Excel Books.	Latest Edition
Shah, Janat,	Supply Chain Management: Text and Cases	Pearson Education.	Latest Edition
K. Aswathappa and K. Shridhara Bhat	Production and Operations Management	Himalaya Publications	Latest Edition
S. A. Chunawala, Dr. Patel	Production and Operation Management	Himalaya Publications	Latest Edition
Evans / Collier	Operation Management	Cenagage Learning	Latest Edition
Robert Klassen, Larry J. Menor	Cases in Operations Management	SAGE	Latest Edition
Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	Tata McGraw- Hill	Latest Edition
Russell, Roberta S. and Taylor, Bernard W	Operations Management Along the Supply Chain,	John Wiley and Sons (Wiley India)	Latest Edition
Kanishka Bedi	Production and Operation Management	Oxford University Press	Latest Edition
List of Journals/Periodicals/ Magazines/ Newspapers etc.		Productivity Journal, Indian Management, Business India, Supply Chain, etc.	

Subject	FC203 – Cost and Management Accounting (C&MA)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> The course intends to equip students with the ability to apply cost concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization. The course covers the nature of managerial accounting; activity costing; marginal costing; standard costing, etc.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Cost Management and Cost Estimation	<ul style="list-style-type: none"> Cost and Management Accounting Overview Various Cost Concepts. Cost Estimation approaches, tools and techniques 	20	8
II	Cost allocation and Job/ batch Costing	<ul style="list-style-type: none"> Cost Allocation, Activity Based and Target Costing Job and Batch Costing Introduction to the concept of operating costs 	20	8
III	Costing Methods	<ul style="list-style-type: none"> Operating Costing. Process Costing and Joint and by product Costing. 	20	8
V	Management Applications	<ul style="list-style-type: none"> Marginal (Variable) Costing and Absorption Costing Decision Involving Alternative Choices and Pricing Decisions Make-or-Buy 	20	8
V	Planning, Control and Decision Making	<ul style="list-style-type: none"> Budgeting and Budgetary Control System Standard Costing and Variance Analysis. Contemporary Issues like Kaizen Costing. Target Costing Life Cycle Costing. and Cost Audit and Cost Accounting Standards 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Charles T. Hongren, S. M. Datar, and others	Cost Accounting	(Pearson) (13 th Edition) (CT)	Latest Edition
S. K. Bhattacharya and John Dearden Sounder Pandian	Costing for Management	Vikas	Latest Edition

Reference Book

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Hilton, Maher, and Selto	Cost Management: Strategies for Business Decisions	TMH	Latest Edition
Khan and Jain	Management Accounting”,	TMH	Latest Edition
Ravi Kishore	Cost and Management Accounting	Taxmann	Latest Edition
Hansen & Mowen	Cost and Management Accounting and Control	Thomson Publishers.	Latest Edition
Pandikumar	Management Accounting	Excel Books	Latest Edition
Robert Hilton, G Ramesh, M. Jayadev	Managerial Accountancy	Tata Mcgraw hill	Latest Edition
Managerial Accountancy,	Bamber, Braun, Harrison	Pearson Education	Latest Edition
M. N. Arora	Cost and Management Accounting; Theory and Problem	Excel Books	Latest Edition
M. A. Sahaf	Management Accounting	Vikas	Latest Edition
J. Madegowda	Management Accounting	Himalaya	Latest Edition
Paresh Shah	Management Accounting	Oxford University Press	Latest Edition

Subject	FC204 - Fundamentals of Financial Management (FOFM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The objective of this course is to equip the students with conceptual understanding of finance and its practical application. • It is expected that the students possess a sound base in accounting principles and practices including financial analysis. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds, and allocation of profits are taken within a framework of risk and return. • The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books. • Students are expected to solve a large number of numerical and other assignments which would be the preparatory requirements of this course.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Understanding the Meaning of Financial Management, Financial System, and Basics of Valuation	<ul style="list-style-type: none"> • Introduction to Financial Management • Introduction to the Financial System. • The concept of Time value of money Valuation of Bonds and Shares 	20	8
II	Financing Decision and Sources of long-term funds	<ul style="list-style-type: none"> • Risk and Return. • Cost of Capital • Sources of Long-term funds. • Raising Long term funds 	20	8
III	Capital structure & Capital Budgeting	<ul style="list-style-type: none"> • Capital Structure (Theories) • Capital Structure Planning • Techniques of Capital Budgeting • Estimation of Project Cash Flows 	20	8
IV	Working Capital Management	<ul style="list-style-type: none"> • Introduction to Working Capital Management • Cash Management • Sources of short-term funds • Credit Management • Inventory Management 	20	8

V	Dividend Decision and Contemporary Issues	<ul style="list-style-type: none"> • Dividend Policy • Dividend Decision • Value based Management • Introduction to International Finance 	20	8
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Prasanna Chandra	Financial Management – Theory and Practice	Tata McGraw-Hill	Latest edition
I. M. Pandey	Financial Management	Vikas Publication	Latest edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Srivastava & Misra	Financial Management	Oxford University Press	Latest edition
Briham & Houston	Fundamentals of Financial Management	South-Western, Thomson Business Information India (P) Ltd.,	Latest edition
Brealey & Myers	Principles of Corporate Finance	Tata McGraw- Hill Publishing Company	Latest edition
Reddy, Sudarsana	Financial Management – Principles and Practice	Himalaya Publishing	Latest edition
Vishwanath, S. R. (2007)	Corporate Finance - Theory and Practice	Response Books, New Delhi	Latest edition
McMenamin, Jim	Financial Management – An Introduction	Oxford University Press,	Latest edition
Sinha, P. K	Financial Management	Excel Books	Latest edition
Bhat, S.	Financial Management	Excel Books	Latest edition
Peter DeMarzo, Jonathan Berk	Financial Management	Pearson Education	Latest Edition
Vyuptakesh Sharan	Foundations of Financial Management	Pearson Education	Latest Edition
G. Sudarsana Reddy	Financial Management	Himalaya Publishing	Latest Edition
Lawrence J. Gitman	Principles of Managerial Finance	Pearson Education	Latest Edition
Khan & Jain	Financial Management	Tata McGraw- Hill	Latest edition
James Van Horne & John M. Vachowicz, Jr.	Fundamentals of Financial Management	Pearson Education	Latest edition

Subject	FC205 – Marketing Management (MM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The objective of this course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. • It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. • This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. • It is also designed to serve as a terminal course for those not intending to specialize in marketing.
Total Hours	40 hours
Instructor	

Module	Description	Content	Weightage	Sessions
I	Understanding Marketing Management, Marketing Environment & Marketing information systems	<ul style="list-style-type: none"> • Marketing concepts & practices • Developing marketing strategies & plans • Scanning the marketing environment • Marketing Information system including Marketing Research & demand forecasting and estimation 	20	8
II	Analyzing Buying Behaviour and Strategic Marketing	<ul style="list-style-type: none"> • Analyzing Consumer markets and Consumer Buying Behaviour. • Analyzing Business Markets and Business Buying Behaviour. • Market Segmentation & targeting. • Differentiation & positioning strategies. • Product life-cycle marketing strategies • Dealing with market competition 	20	8
III	Product Strategies, Designing Services, Branding and Pricing	<ul style="list-style-type: none"> • Setting Product strategy. • Creating brands and brand equity • Developing Pricing strategies and programs. • Designing and managing Services. 	20	8
IV	Designing Integrated Marketing Channels and Integrated Marketing Communications	<ul style="list-style-type: none"> • Designing and Managing Integrated Marketing Channels. • Managing Retailing, Wholesaling and Logistics. • Designing and Managing IMC. • Managing Mass Communications • Managing Personal Communications. 	20	8

V	Creating Long-term Growth and Contemporary Marketing Practices	<ul style="list-style-type: none"> • Introducing New Market Offerings • Tapping Global markets • Managing a Holistic Marketing Organization • Marketing Ethics • New Technology and Marketing 	20	8
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Kotler, Keller, Koshy and Jha	The base book for the course is “Marketing Management, A South Asian Perspective”	Pearson Education	Latest Edition
Ramaswami & Namakumari	Marketing Management: Indian context	Macmillan (India) Limited, New Delhi.	Latest Edition
Baines, Fill & Page	Marketing	Oxford University Press	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Stanton, Etzel, Walker	Fundamental of marketing	McGraw Hill Inc. N. York	Latest Edition
Tapan Panda	Marketing Management	Excel Books	Latest Edition
Arun Kumar, N. Meenakshi	Marketing Management,	Vikas Publishing House N. Delhi	Latest Edition
Rajan Saxena	Marketing Strategies	Tata-McGraw Hill	Latest Edition
Panwar J. S.,	Marketing in the New Era	SAGE	Latest Edition
Mazumdar Ramanuj	Marketing Strategies,	Allied Publishers Ltd. New Delhi.	Latest Edition
Joel R. Evans, Barry Berman	Marketing Management	Cengage Learning	Latest Edition

Subject	FC206 – Strategic Management (SM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The objective of the course is to help students understand the strategic management process of the organizations. • The course is well designed to include a detailed understanding of the external and internal environment of the firm in the modern competitive era and the formulation of strategies at the corporate, business and functional level. • An over view of various portfolio models and global strategic moves give a comprehensive understanding to the business management students.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Strategic Management	<ul style="list-style-type: none"> • Strategy and its importance • Components of Strategy – Vision, Mission, Objectives and Goals • Determinants of Strategies - The I/O Model and the Resource Based Model • Different Stakeholders and their interest and influence on strategy development • Strategic Management Process – Strategic Analysis, Strategic choice and Strategy implementation 	20	8
	Strategy Analysis	<ul style="list-style-type: none"> • Levels of Strategies-Corporate, Business and Functional Strategy • Types of Strategies - Intended, Realized, Emergent and Imposed Strategy 		
II	External Environment	<ul style="list-style-type: none"> • Macro Environment (PESTLE) • Micro/ Competitive Environment - Porter's Five Forces Model, Industry Analysis • Strategic Groups • Competitor Analysis 	20	8
	Internal Environment	<ul style="list-style-type: none"> • Resources, VRIO framework, Capabilities, Core and Distinctive Competencies • Critical Success Factors • Competitive Advantage • Benchmarking • Outsourcing • Value Chain Analysis 		

III	Business level strategy	<ul style="list-style-type: none"> Porter's Generic Competitive Strategies Business strategies for different industry conditions Growth Strategies – Organic (Integration Strategy), Inorganic (M&A), Co-operative Strategic alliance Ansoff's Matrix 	20	8
	Corporate Strategies	<ul style="list-style-type: none"> Levels of Diversification Types of Diversification – Related and Unrelated 		
IV	Portfolio Management	<ul style="list-style-type: none"> Portfolio Analysis - BCG matrix, GE-Mckinsey Matrix Restructuring Organizational Transformation Turnaround strategy 	20	8
	International Strategy	<ul style="list-style-type: none"> Types of International Strategy Entry Mode Strategies 		
V	Implementation of Strategy	<ul style="list-style-type: none"> Mckinsey's 7S model 	20	8
	Internet Strategies	<ul style="list-style-type: none"> Internet Strategies and intensity of usage 		
	Organizational Structures and Strategy	<ul style="list-style-type: none"> Types of Structures Matching Structure and Strategy 		

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Hitt, Ireland, Hoskisson and Manikutty	Strategic Management – A South-Asian Perspective	Cengage Learning	Latest Edition
Anthony Henry	Understanding Strategic Management	Oxford University Press	Latest Edition
Arthur Thompson, A. J. Strickland, John Gamble and Arun Jain	Crafting and Executing Strategy	Tata McGraw Hill	Latest Edition
Charles Hill and Gareth Jones	Strategic Management	Cengage Learning	Latest Edition
Jay Barney and William Hesterly	Strategic Management and Competitive Advantage – Concepts and Cases	Pearson Education	Latest Edition
K. Ashwathappa and G. Sudarshana Reddy	Business Environment for Strategic Management	Himalaya Publishing House)	Latest Edition
Saroj Datta and Mercy Mathew	Strategic Management	Jaico Publishing	Latest Edition

Subject	FC 207- Project Management (PM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc. To understand the concepts of project planning and organization, budgeting and control, and project life cycles
Total Hours	40 hours
Instructor	

Course Content

Module	Description	Content	Weightage	Sessions
I	Introduction Key areas	<ul style="list-style-type: none"> Definition and concepts Consequences of poor Project Management Factors affecting success or failure of a Project. Triple constraints VED Analysis (Vital - Scope /Cost / Time / Quality, Essential - Communications / Risk / Issues / Change Control, Desirable – Conflict/ HR – Motivation / Supply Chain) Project Life Cycle & Phases 	20	8
II	Planning and Analysis	<ul style="list-style-type: none"> Project as Capital Budgeting decision Phases of Capital Budgeting (Planning, Analysis, Selection, Financing, Implementation and Review) Overview of Capital Budgeting Capital Allocation Strategy (Concepts, models and considerations for forming strategy) Generation of project ideas and screening Gathering and analyzing project information Market and demand analysis , Technical analysis Financial estimations and projections 	20	8
III	Selection	<ul style="list-style-type: none"> Principles of compounding and discounting Various investment appraisal criterias Defining project cash flows Concept & measurement of cost of capital Project risk analysis 	20	8

IV	Financing Implementation , monitoring and Review	<ul style="list-style-type: none"> • Various sources of finance • Infrastructure financing • Concepts of Venture Capital and Private Equity • Forms of Project organizations(line, staff matrixes) • Use of network techniques for project planning scheduling and control (Bar Charts / Gantt Charts/ CPM / PERT Concepts • Work Break-down Structure • Project lifecycle • Variance analysis • Project implementation, monitoring, review and reporting 	20	8
V	Role & Responsibilities of a Project Manager	<ul style="list-style-type: none"> • HR & Motivation & Transparency in MIS • Tips for Successful Project Management / Project Scheduling • Contract Management ; Legal& Consequential Precautions • Information Technology Enabled Services (ITES) in Project Management (not for exam) • Use of MS-Excel, MS Project, Primavera etc. for Project management (not for exam) 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Prasanna Chandra	Projects	McGraw Hill	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Bonnie Biafore, Teresa Stover	Your Project Management Coach Your Project Management Coach: Best Practices for Managing Projects in the Real World	Wiley Publication	Latest Edition
Sitangshu Khatua	Project Management and Appraisal	Oxford Uni. India	Latest Edition

Subject	FC208 – International Business Management (IBM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To grow and stay competitive in the global economy, business professionals in organizations of all sizes-from entrepreneurial companies to large corporations-must have a thorough understanding of the dynamics of international business. This unit is designed to provide this broad & comprehensive curriculum which shall expose the students to the business, economic, and political forces dominating the rapidly increasing international marketplace which shall finally make them confident to pursue careers in International organizations, logistics and allied sectors dealing with trade and international markets.
Total Hours	40 hours
Instructor	

Course Content

Module	Description	Content	Weightage	Sessions
I	International Business	<ul style="list-style-type: none"> Definition, nature, approaches and theories of International business International economic environment Economic and political environment Different theories like Adam Smith Model/ Ricardo / H-O Model / specific Factor Model / Neo-Ricardian Theory / Sraffa trade theory etc International; trade policy, Tariffs, Subsidies, Restraints and administrative Policies Case studies 	20	8
II	Modes of International Business	<ul style="list-style-type: none"> Export-Import Policy Licensing, Franchising, Contracting Turnkey Projects Mergers & Acquisitions, Joint Ventures International Marketing Channels Case studies 	20	8
III	World Trade Organization and Trade Blocks	<ul style="list-style-type: none"> Economic Integrations – free trade area, custom unions, common markers Economic unions EEC, ASEAN, SAARC, SAFTA, EFTA, OAU, NAFTA, OECD, LAPTA, CIS, GATT, WTO, Liberalization of agriculture trade Case studies 	20	8

IV	International Finance	<ul style="list-style-type: none"> • Introduction – Foreign Exchange, Types of foreign exchange rates • Convertibility of Rupees and its implications • Direct Foreign Investment: Reason of Direct foreign investment • Strategies of Direct Foreign Investment • International Institutions and their role in Capital Market- I.M.F., World Bank and ADB • Case studies 	20	8
V	The Global Pattern of Maritime Trade	<ul style="list-style-type: none"> • Introduction • The West Line Theory • TFA, WCO, UNCTAD, ICC, IATA, FIATA, IPA, IPPA, CSLA, FFAI, CAI, CFSAJ, NACFS • Free Trade Agreement <p>Case study: An integrated case based on the above modules</p>	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Roger Bennett	International Business Management	Pearson Education	Latest Edition
Justin Paul	International Business	PHI Learning	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Ajameit.al	International Business: Theory and Practice	M.E. Sharpe	Latest Edition
P. Subba Rao	International Business – Text and cases	Himalaya Publishing House	Latest Edition
Francies Cherunilam	International Business	PHI	Latest Edition

Subject	SC301 - Business Law (BL)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To sensitize the students as also help them appreciate the overall legal Framework within which business activities are carried out. To create awareness in respect of rules and regulations affecting various Managerial functions.
Total Hours	40 hours
Instructor	

Course Contents:

Module	Description	Content	Weightage	Sessions
I	Business and its Environment Meaning and Nature of Law	<ul style="list-style-type: none"> Business and its environment Legal environment of business Case study Meaning and nature of Law Classification of Law Sources of Indian Law Mercantile (or Business) Law Basic Legal Concepts Essentials of Law 	20	8
II	Law of Contract	<ul style="list-style-type: none"> Introduction Meaning and Essentials of a valid Contract Proposal (Or Offer) And acceptance Capacity to Contract Consent and free Consent Consideration Unlawful consideration and object Agreements Declared Void Contingent Contracts Quasi Contract Performance of Contracts Different Modes of Discharge of Contracts Remedies for Breach of Contracts Freedom to Contract Case study, Sample Contracts 	20	8
	Law of Torts	<ul style="list-style-type: none"> Meaning and Scope of Torts Different Classes of Torts Torts Founded on contract General defenses in an action for Tort Case Study 		
	Contracts of Guarantee and Indemnity	<ul style="list-style-type: none"> Introduction Purpose and Meaning of the Contract of Guarantee Kind of Guarantees Rights and Obligations of the Creditor Rights, Liabilities and Discharge of Surety Contract of Indemnity Case Study 		

	Contract of Bailment and Pledge	<ul style="list-style-type: none"> • Introduction • Definition of Bailment and its kinds Duties and Rights of Bailor and Bailee Termination of Bailment • Finder of Lost Goods Definition of Pledge or Pawn Pledge by Non-owners • Rights and duties of a Pledge or and a Pledge • Case Study 		
	Contract of Agency	<ul style="list-style-type: none"> • Introduction • Definition of agent and Agency Different Kind of Agencies Classification of Agents • Duties and rights of Agent • Principal's Duties to the Agent and his Liability to Third parties • Personal Liability of Agent Termination of Agency Power of Attorney • Case Study 		
III	Law of Sale of Goods	<ul style="list-style-type: none"> • Introduction • Definition and Essentials of a Contract of Sale • Goods & their Classification Meaning of Price Conditions and Warranties • Passing of Property in Goods Transfer of Title by Non-Owners Performance of a Contract of Sale of Goods • Unpaid Seller and his Rights Remedies for Breach of a Contract Sale by Auction • Case Study 	20	8
	Law of Carriage of Goods	<ul style="list-style-type: none"> • Definition of a Contract of Carriage Classification of Carriers • Rights , Liabilities & Duties of Shipper & Carrier Under : • Indian Carriage of Goods by Sea Act Carriage of Goods by Rail • Carriage of Goods by Road Carriage of Goods by Air Multimodal transportation • Bill of Lading Act , Charter Party Contracts • (a) Voyage Charter (b) Time Charter • Hague Rules • Hague – Visby Rules • Rotterdam Rules 		
	The Consumer Protection Act	<ul style="list-style-type: none"> • Object and Scope of the Act Definition of Terms and Concepts Rights of Consumers • Nature and Scope of Remedies available to Consumers • Model form of complaint Requirements of petition to be filed Case Study 		

	Law of Arbitration and Conciliation	<ul style="list-style-type: none"> Objectives and Scope of the Act Arbitration Agreement and Arbitrators Conduct of Arbitral Proceedings Making of Arbitral Award and Termination of Proceedings Miscellaneous Provisions Enforcement of Certain Foreign Awards Conciliation Models of Arbitration Clauses Case Study 		
IV	Information Technology act,2000	<ul style="list-style-type: none"> Introduction, Digital Signature, Electronic Governance, Cyber-crimes and remedies. Electronic records. Controlling and certifying authority. Cyber regulation appellate tribunals. 	20	8
V	Intellectual Property Rights(IPRs)	<ul style="list-style-type: none"> Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions with respect to registration, renewal, revocation, remedies in case of infringement, etc. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
S S Gulshan	Mercantile Law		Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
	Various Law Books (Bare acts & commentaries)		Latest Edition
N. D. Kapoor	Elements of Mercantile Law	Sultan Chand & Sons (P) Ltd.	Latest Edition

Subject	SC303 - Derivatives & Risk Management (DRM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The objective of this course is to help students understand stock market. The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. • Financial Derivatives are discussed in terms of their valuation, analysis & application for hedging, speculation & arbitrage. • Students are appraised with the recent innovations in derivatives in India unlike other countries. • At the end of the course, they are expected to have learnt the mechanics, valuation & trading strategies of derivative market. They are also required to frame their own trading strategies in this volatile market.
Total Hours	40 hours
Instructor	

Course Content

Module	Description	Content	Weightage	Sessions
I	Introduction to Cash & Derivative Market- An Overview	<ul style="list-style-type: none"> • Basic Market Concepts & Mechanics of Cash Market, • Various Indexes of the world & its computation, • Meaning & types of Derivative Instruments, Forward, future, Option & swaps, • Spot v/s Future Market, • Growth of Derivative Markets in India- • History & Background, ETM & OTC Markets, Types of Traders-Hedger, • Arbitrageur & Speculation, • Standardization of Derivative Contracts & other basic concepts. 	20	8
II	Forward & Future Markets	<ul style="list-style-type: none"> • Introduction, • Mechanics of Forward & Future Market, • Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, • Margins, Open interest positions etc. • Cost of Carry Models & Basis-Cash Price v/s Future price, • Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both, Speculation, spreads etc & other advanced trading strategies. 	20	8
III	Option Markets	<ul style="list-style-type: none"> • Types of option markets, • ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, • European & American, 	20	8

		<ul style="list-style-type: none"> • Arbitrage restriction on option prices, • Put-call parity relationship, • Put call ratio & Open Interest in relation to the price and volume, liquidating options, • Option Trading Strategies- Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, VAR & Greek Letters. 		
IV	Innovations in Indian Derivative Market	<ul style="list-style-type: none"> • Introduction to Currency Derivatives v/s OTC • Derivatives-Foreign currency market & currency contracts in India, • Purchasing power parity & covered interest Arbitrage, • Currency Futures-Arbitrage, hedging & Speculation, • Introduction to Interest rate Derivatives in India, • Bond Futures, • T-bill market in India, • Exchange traded interest rate future, • Yield curve, term structure of interest rates, etc., • Currency & Interest rate Swaps. 	20	8
V	Contemporary Issues	<ul style="list-style-type: none"> • Lessons from derivative trading, • Accounting & Taxation of Futures & Options, Exotic Options, • Futures Options & Interest Rate Options, Weather Derivatives, • Energy & Crude Derivatives, Estate Derivatives, • Derivative Mishaps & Learning, • Volatile Market strategies 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Vohra & Bagri	Futures and Options	Tata McGraw hill	Latest Edition
Patwari & Bhargava	Options and Futures,: An Indian Perspective	Jaico Publishing House	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Varma	Derivatives & Risk Management	Tata McGraw hill	Latest Edition
George E. Rejda	Principles of Risk Management & Insurance	Pearson Education	Latest Edition
John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition
David A. Dubofsky and Thomas W. Miler	Derivatives Valuation and Risk Management	Oxford University Press	Latest Edition
Trieschmann, Gustavson, Hoyt	Risk Management and Insurance	Thomson South-Western	Latest Edition

Subject	SC304 – Logistics & Supply Chain Management (L&SCM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Introduce principles and approaches to enhance knowledge and experience in management decision-making in business logistics. • Study modern information technology to reduce cost and improve service in supply chain management. • Carry out case study and project on information access, information coordination, and information processing for supply chain management in various business environments
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to logistics and supply chain management	<ul style="list-style-type: none"> • Understanding the Supply chain and Logistics • Supply chain and Logistics performance • Supply chain and Logistics drivers and metrics. • International Logistics Management • Logistics Management and Operations • Hazardous Materials Management • Hazardous Material Transportation 	20	8
II	Strategic importance of supply chain	<ul style="list-style-type: none"> • Designing distribution networks and application toe-business • Distribution channel and their structure • Role & Type of Intermediaries • Logistics channel planning • Assessment of Performance of Distribution channel • International distribution channel • Hub & Spoke • Network design in Supply chain • Network design in uncertain environment • Transportation in Supply chain • Multi-Plant Location Supply Chain 	20	8
III	Planning and managing inventory in supply chain	<ul style="list-style-type: none"> • Managing economics of scale in a Supply chain: Cycle inventory • Managing uncertainty in Supply chain: Safety Inventory/ Safety Stock • Determining the optimal level of product availability • EOQ 	20	8

IV	Logistics modes and services	<ul style="list-style-type: none"> • Third Party Logistics (3PL)Resources • Air Cargo Resources • Chemical Logistics Resources • Education & Career Resources • Forklift Resources • Logistics IT Resources • Ocean/Intermodal Resources • Trucking Resources: Warehousing Resources 	20	8
V	Case Study on Logistics	<ul style="list-style-type: none"> • Distribution resource planning • Logistics vis-a vis supply chain management- the link • Strategic importance of logistics 	20	8

Text Book

Author	Name of the book	Publisher	Edition
Sunil Chopra, Peter Meindl	Supply Chain Management:		
Mohanty R.P Deshmukh S. G. (Biztantra)	Supply Chain Management: Theories and Practices by		

Reference Book

Author	Name of the book	Publisher	Edition
Bhatt Sridhar	Essentials of logistics and supply chain management	Himalaya	Latest Edition
D Simchi-Levi, P Kaminsky and E Simchi-Levi	Designing & Managing the Supply Chain	Tata McGraw-Hill	Latest Edition
Chopra, S. and Meindl, P,	Supply Chain Management: Strategy, Planning and Operation	Pearson	Latest Edition
Shapiro, J. S.	Modeling the Supply Chain	Duxbury	Latest Edition
Magee, J. F. Copacino, W. C. And Rosenfield D. B.	Modern Logistics Management	Wiley	Latest Edition
Dornier, P. Ernst R. Fender M. And Kouvelis, P.	Global Operations and Logistics Text and Cases	Wiley	Latest Edition
Tayur, S. Ganeshan R. and Magazine, M.	Quantitative Models for Supply Chain Management	Kluwer Academic	Latest Edition
Raghuram G.	Logistics & Supply Chain Management	Macmillan	Latest Edition
Agarwal D.K.	A text Book of Logistics & supply Chain Management	Macmillan	Latest Edition
Sahay B.S.	Supply Chain Management	Macmillan	Latest Edition
Chopra Sunil & Peter meindl	Supply Chain Management	Pearson	Latest Edition
David Simchi-lavi, Philip Kaminsky, Edith Simchi	Designing & Managing the Supply Chain Concept, Strategies and Case Studies	Tata McGraw Hill	Latest Edition
Shah Janat	Supply Chain Management: Text & Cases	Pearson Education	Latest Edition
Sople V. V	Logistics Management	Pearson Education	Latest Edition

Subject	SC305 - Business Research Methodology (BRM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Research requires a logical series of steps to be performed right from selecting a topic of research to report writing. Management research requires theoretical, rigors and practical insights. • This course aims at sensitizing students to the changing business research methods including sampling and distributions, Data collection techniques, Data analysis interpretation and presentation of the findings, that enable informed decision making.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Research Methodology	<ul style="list-style-type: none"> • Meaning • Objectives • Types of Research • Research Process • Criteria for good research • Problems of researchers in India • Significance of research 	20	8
II	Defining the research problem	<ul style="list-style-type: none"> • Meaning • Selecting the problem • Techniques involved in defining a research problem 	20	8
	Research Design	<ul style="list-style-type: none"> • Features • Essential concepts in research • Types of research Design <ul style="list-style-type: none"> ▪ Descriptive, Exploratory, Casual 		
III	Sampling and Sampling Distribution	<ul style="list-style-type: none"> • Sampling process • Types of Sampling • Probability, Simple Random, Systematic Stratified , Cluster/Multi-Stage • Non- Probability, Convenience, Judgment, Quota, Snow-ball • Sampling and Non-Sampling error • Terms of Sampling <ul style="list-style-type: none"> ▪ Sample Size, Sample Design, Sample Distribution ▪ Sampling Unit, Sampling Frame, Population 	20	8

IV	Methods of Data Collection	<ul style="list-style-type: none"> • Methods of collecting primary data. <ul style="list-style-type: none"> ▪ Observation, Schedule, Interview, Questionnaire ▪ Difference between Questionnaire and schedule. • Methods of collecting secondary data Books, Journal, Existing data Sources • Case study 		
V	Analysis, Interpretation and report writing	<ul style="list-style-type: none"> • Data preparation and preliminary Analysis. Processing and Analysis <ul style="list-style-type: none"> ▪ Editing, Coding, Classification, Tabulation • Problems in Processing • Why Interpretation • Significance of report writing • Steps in report writing • Layout of business research report • Mechanics of report writing • Precautions for report writing • C Parametric and Nonparametric Methods • Correlation and regression analysis • One - Sample Hypothesis Tests, Two- Sample Hypothesis Tests (theory) 		

Text Book

Author	Name of the book	Publisher	Edition & Year of Publication
Donald R. Cooper and Pamela S. Schindler	Business Research Methods	Tata McGraw Hill Publishing Company Ltd.,	Latest Edition
Zikmund Willium	Business Research Methods	Thompson Learning	Latest Edition

Reference Book

Author	Name of the book	Publisher	Edition & Year of Publication
C.R.Kothari,	Research Methodology - Methods and Techniques	Publisher New – Age International	Latest Edition
Dipak Kumar Bhattacharya	Research Methodology	Publisher Excel books	Latest Edition

Subject	SC306 - Corporate Social & Environmental Responsibility (CS&ER)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Today, CSR has attracted public attention & has received global resonance as the risks associated with business growth are continuously increasing. • The demands of globalization, free market competition, diverse workforce and increasing technological complexity is throwing up new challenges in trying to cope up with social and environmental Impacts. • Through this course we understand the various issues and organizational responses to these issues. Also, the course tries to inculcate wisdom in would be managers & makes them realize sustainable value in terms of human, social, environmental and economic capital.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Defining CSR	<ul style="list-style-type: none"> • Various viewpoints, economic perspective • Understanding CSR – Responsibility, Accountability, Sustainability, Social Contract • History of CSR in India • Evolution of CSR , Importance of CSR • Drivers of CSR • Brief of CSR Act 2013 • Theories of Corporate governance 	20	8
II	Stakeholder Theory	<ul style="list-style-type: none"> • Stakeholder Theory • Role of various institutions in CSR- Role of government Influence of corporations • Creating a framework for CSR and implementation • Repercussions of failed corporate responsibility- economic fallout, regulatory responses 	20	8
III	Sustainability	<ul style="list-style-type: none"> • Development, Challenges & Reporting. • Triple Bottom line concept and Responsible Investment. • Metrics – Sustainability and CSR measurement. • Employee engagement for implementation of sustainability programs. • Human rights, worker rights, health & human 	20	8

		services		
IV	CSR Practices	<ul style="list-style-type: none"> • CSR Practices by Indian Organization. • Contribution of NGOs to CSR. • CSR Issues and Case studies associated with them. 	20	8
V	The environmental issues	<ul style="list-style-type: none"> • The environmental issues – climate, natural resources, fauna, flora. • Environmental Impact of global economic growth. • Impact of computer hardware on environment. • Green IT initiatives. • Green washing 	20	8

Text Book

Author	Name of the book	Publisher	Edition & Year of Publication
Erech Bharucha	Environmental Studies	Universities Press	Latest Edition
Madhumeeta Chatterjee	Corporate Social Responsibility	Oxford	Latest Edition

Reference Books

Author	Name of the book	Publisher	Edition & Year of Publication
Anindita Basak	Environmental Studies	Pearson Education	Latest Edition
William B. Werther, Jr. David Chandler	Strategic Corporate Social Responsibility	Sage South Asia Ed	Latest Edition
Kotler & Nancy Lee Wiley & Son	Corporate Social Responsibility	Kotler & Nancy Lee Wiley & Son	Latest Edition
Sanjay K. Agarwal	Corporate Social Responsibility in India	Sage	Latest Edition
V. Balachandran and V. Chandrashekharan	Corporate Governance Ethics and Social Responsibility	2nd Edition PHI	Latest Edition
Deeksha Dave, S S Katewa,	Textbook of Environmental Studies	Cengage Learning India	Latest Edition

Subject	SC307 - Entrepreneurial Development & Innovation Management (ED&IM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship. • To create and urge among them to become entrepreneurial manager should they decide to take up job as a manager in an organization • To help them understand and appreciate challenges of starting and managing new ventures
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Entrepreneur	<ul style="list-style-type: none"> • Definitions, Concept, Entrepreneurial traits, Characteristics, Classification of Entrepreneurs • Nature and Importance of Entrepreneurs • Concept of Entrepreneurship and Entrepreneurship • Entrepreneurial Culture • Phases of Development of Entrepreneurship and Barriers to Entrepreneurship 	20	8
II	Innovation Management	<ul style="list-style-type: none"> • Innovation Management: Concept, Scope, Characteristics, Systems Approach, Evolution of Innovation Management, Significance, Effective Innovation Management, Performance Evaluations. • Strategizing Innovation: Innovation as a strategy component, developing innovation strategy, innovation strategies, Market standing and Environment based strategies & principles of strategizing innovation • Managing Innovation Project R&D Management Innovation Project Management 	20	8
III	Theories of Entrepreneurship	<ul style="list-style-type: none"> • Conceptual theories: • Rostow's theory of Development and Entrepreneurship • b) Lewis Theory of Development (unlimited supplies of Labor) 	20	8
		<ul style="list-style-type: none"> • Factors of Economic growth (Economic and Non-economic) 		

IV	Business Plan	<ul style="list-style-type: none"> • Project formulation: - Meaning & Definition of Project, • Project formulation, • Project report – Steps or guidelines in the preparation of Project Report. • Basic Procedure Industries should follow while borrowing loans from various Financial Institutions. 	20	8
V	Setting up a small Enterprise	<ul style="list-style-type: none"> • Location, steps, selection of types of ownership of Organization, incentives and subsidies. • Women Entrepreneurs 	20	8

Text Book

Author	Name of the book	Publisher	Edition & Year of Publication
Vasant Desai	The Dynamics of Entrepreneurial Development and Management	HPH	Latest Edition
Raj Shankar	Entrepreneurship Theory and Practice	Mc Grawhill	Latest Edition

Reference Book

Author	Name of the book	Publisher	Edition & Year of Publication
C. S. G. Krishnamacharya & Dr.R.Lalitha	Innovation Management	HPH	Latest Edition
Roy	Entrepreneurship	Oxford	Latest Edition
Blundel Lockett	Exploring Entrepreneurship – Practices & Perspectives	Oxford	Latest Edition

**SYLLABUS
FOR
MBA (FINANCIAL MANAGEMENT)**

Subject	LS401- Management of Financial Services (MFS)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To enable the students to understand the working of Indian Financial System as a whole. To provide an insight into the quality and range of the package of the financial services largely provided by the Banking & Non-Banking financial companies.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Financial Markets & its instruments	<ul style="list-style-type: none"> Money Market, Capital Market, Primary Market, Secondary Market, Debt Market-Regulatory body & its role, Reforms & its impact 	20	8
II	Financial Institutions & their services – I	<ul style="list-style-type: none"> NBFCs-Prudential Norms Hire Purchase Finance. Leasing- Types 	20	8
III	Financial Institutions & their services – II	<ul style="list-style-type: none"> Housing Finance- Regulatory body & its role, Prudential Norms. Venture Capital Financing. Mutual Funds 	20	8
IV	Financial Institutions & their services – II	<ul style="list-style-type: none"> Depository & Custodians Credit Rating. Factoring & Forfeiting Stock Broking 	20	8
V	Financial Institutions & their services – IV	<ul style="list-style-type: none"> Banking- Contemporary issues. Prudential Norms. Regulatory body & its role. Insurance- Regulatory body & its role. Prudential Norms 	20	8

Text Books:

Author/s	Name of the Book	Publisher	Edition
M Y Khan	Financial Services	Tata McGraw hill	4th/ Latest Edition
Bharti V Pathak	Indian Financial System	Pearson Education	2nd/Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition
M Y Khan	Indian Financial System	Tata McGraw hill	Latest Edition
H. R. Machiraju	Indian Financial System	Vikas Publishing House	Latest Edition
Meir Khon	Financial Institutions and Markets	Tata McGraw hill	Latest Edition
Dr. S. Guruswamy	Financial Services and System	Vijay Nicole	Latest Edition

Gujarat University- Ahmedabad, MBA Programme

Subject	LS402– Investment Analysis & Portfolio Management (IA&PM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • To acquaint students with notions of investments and Securities market structure as well as to lead them into discussion of modern investments and portfolio theories. • Also to equip them with ability to carry out security valuations and creation & monitoring of investment portfolios.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Security Market – An Overview	<ul style="list-style-type: none"> • Investment Environment, Securities Markets & Market Indicators. • Economic & Industry Analysis 	20	8
II	Company Analysis	<ul style="list-style-type: none"> • Financial Statement Analysis • Equity Valuation • Basics of Technical Analysis 	20	8
III	Bond Management	<ul style="list-style-type: none"> • Interest Rate Theory • Bond Prices and Yields • Term Structure of Interest Rates • Bond Portfolio Management 	20	8
IV	Portfolio Management – I	<ul style="list-style-type: none"> • Risk and Risk Aversion • Portfolio Management Process • Capital Allocation Decision • Optimal Risky Portfolios 	20	8
V	Portfolio Management – II	<ul style="list-style-type: none"> • Capital Asset Pricing Model Arbitrage Pricing • Theory • Portfolio Performance Evaluation • Market Efficiency 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Prasanna Chandra	Investment Analysis & Portfolio Management	Tata McGraw hill	Latest Edition
V. K. Bhalla	Investment Management	Sultan Chand	Latest Edition
M. Ranganathan & R. Madhumati	Investment Analysis & Portfolio Management	Pearson Education	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Bodie, Kane & Marcus	Investments	Tata McGraw- hill	Latest Edition
S Kevin	Security analysis and Portfolio mgt	Prantice hall of India	1st Edition
Ritu Ahuja	Security analysis and Portfolio mgt	Tata McGraw- hill	Latest Edition
Fischer Donald, Jorden Ronald	Security analysis and Portfolio mgt	Prantice hall of india	6th Edition

Subject	LS403 – Corporate Taxation & Financial Planning (CT&FP)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The main objective of this course is to acquaint the students with corporate taxation concepts and various tax & financial planning devices leading to better grasp of the issues regarding corporate decision making. • Providing necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws. • To acquaint them with the salient features of taxation laws but emphasis is laid on sound concepts and their managerial implications focusing on financial planning
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Income Tax – Introduction & Salary Income	<ul style="list-style-type: none"> • Basic concepts and History • Residential status & incidence of tax • Charging section • Incomes exempt from tax • Income under the head “salary” 	20	8
II	Business - Profession Income	<ul style="list-style-type: none"> • Income under the head “Profits and gains of Business or profession” section 28 to 32 • Income under the head “Profits and gains of Business or profession” section 33 to 44 • GST 	20	8
III	Capital Gain & Other Provisions	<ul style="list-style-type: none"> • Income under the head “ Capital gains” • Clubbing of Income • Set off and carry forward of losses • Deductions from gross total income and computation of tax liability of companies • Tax deduction/ collection at source • Double Taxation Avoidance Agreement • Concept 	20	8
IV	Taxation & Financial Planning – I	<ul style="list-style-type: none"> • Tax planning basic concepts • Tax planning with respect to Setting up a new business • Tax planning with respect to location and nature of business 	20	8

V	Taxation & Financial Planning – II	<ul style="list-style-type: none"> • Tax Planning with amalgamation • TaxPlanningwithformsofbusiness organization • Tax planning with respect to Financial management • Tax Planning with managerial decisions. • Tax Planning with employee remuneration 	20	8
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
V. K. Singhania	Students Guide to Income Tax	Taxmann Publication	Latest Edition
V. K. Singhania	Tax Planning & Management	Taxmann Publication	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Dr. B. B. Lal	Direct Tax	Konark	Latest Edition
Girish Ahuja & Ravi Gupta	Corporate Tax Planning & Management	Bharat Law House	Latest Edition
Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practice	Bharat Law House	Latest Edition
E. A. Srinivas	Corporate TaxPlanning	Mc Graw Hill	Latest Edition
H. P. Ranina	Corporate Taxation	Orient Law House	Latest Edition

Subject	LS404 – Strategic Financial Management (SFM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> The course intends to equip students with the ability to apply cost concepts in decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of Strategic Cost Management in the formation of policies and in the planning and control of the operations of the organization. The course particular emphasis on activity-based approaches along with customer profitability analysis, life cycle costing, target costing and theory of constraints. Performance measurement and evaluation will also be examined.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Strategic Cost Management – An Overview	<ul style="list-style-type: none"> Concept of SCM, Applications of SCM, SCM Framework, SCM Programme Steps, Key Enablers that facilitates SCM (Analysis & Planning enablers, Implementation enablers), The Balanced Scorecard Analysis 	20	8
II	Activity –Based Costing & Value analysis	<ul style="list-style-type: none"> Concept of Activity Based Costing in comparison with Traditional costing system, Methodology to be adopted for using ABC. Value analysis and Value addition, Waste Management – Scraps, defectives etc. 	20	8
III	Profit Planning & Pricing	<ul style="list-style-type: none"> Cost Benefit Analysis & Profit Planning, Role of Budgetary Control & standard Costing in profit Planning, Pricing Approaches – Cost based pricing And Market based pricing 	20	8
IV	Cost Implications	<ul style="list-style-type: none"> Brand Building- Cost Implications of Brand Building, Supply Chain Management- Cost Implications, Productivity Improvement- Various tools including Kaizen costing & Six sigma 	20	8
V	Contemporary Issues	<ul style="list-style-type: none"> Target Costing- Target costing & its implementation. How to link target costing with ABC and Value engineering. Life cycle Costing- Life cycle cost Analysis. Throughput Costing- theory of Constraints. Backflush Costing- Principle of Backflushing Special 	20	8

		considerations in Backflush Costing		
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Text Books

Authors	Name of the Books	Publisher	Edition & Year of Publication
Colin Drury	Cost Management	Cengage Learning	Latest Edition
Paresh Shah	Management accounting	Oxford	Latest Edition

Reference Books

Authors	Name of the Books	Publisher	Edition & Year of Publication
Hongren, Datar	Cost Management	Pearson	6th edition
Hansen & Mowen	Cost and Management Accounting	Thomson	Latest
Ravi M Kishore	Cost and Management accounting	Taxman	4th Edition

Subject	LS405 – Banking & Insurance Management (B&IM)
Academic Year	2021-22 Onwards
Credits	4
Objective	The new-age finance professional is characterized by knowledge of banking, insurance and allied discipline, together with technology-familiarity, customer- orientation and hands-on application skills. To provide the understanding of retail banking, international banking, life & non-life insurance and other related issues pertain to the finance sector. The fastest-growing banks & insurance companies in the industry – the new private sector & foreign banks – are uncompromising in their need for all these attributes in the people they employ.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Banking Sector - I (JP)	<ul style="list-style-type: none"> • Central Banking, Banking Sector Reforms, • Basic concepts of Interest Rate, • Impact of Low interest rate. • Retail Banking. • Customer Relationship Management. • Commercial Banking system & structure. • Banking Laws 	20	8
II	Banking Sector – II (JP)	<ul style="list-style-type: none"> • Banks Financial Statements • Reserve Requirements. • Sources of Bank Funds. • Uses of Bank Funds. • Credit Delivery and Legal aspects of Lending. • Credit Monitoring. • Sickness & Rehabilitation. • Credit Risk & Loan Losses 	20	8
III	Banking Sector – III (JP)	<ul style="list-style-type: none"> • Capital- Risk, Regulation & Adequacy. • Risk Management in Banks • International Banking. • E-Banking • Cash Management & Demand forecasting in ATMs • M&A in Banking Sector. • Innovations in products and services in Banking 	20	8

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IV	Insurance Sector – I (PG)	<ul style="list-style-type: none"> • Insurance basic • Rating of Insurance Products, • Legal & Economic environment of Insurance • Business. • Underwriting process & methods. • Reinsurance. • Life Insurance 	20	8
V	Insurance Sector – II (PG)	<ul style="list-style-type: none"> • Fire Insurance. • Marine Insurance. • Property & Liability Insurance. • Rural Insurance. • Project & Engineering Insurance. • Social Insurance. • Motor Insurance. • Misc. Insurance 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Justin Paul & Padmalatha Suresh (JP)	Management of Banking & Financial Services	Pearson Education	Latest Edition
P. K. Gupta (PG)	Fundamentals of Insurance	Himalaya	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Bharti Pathak	Indian Financial System	Pearson	Latest
M.Y. Khan	Indian Financial System	Tata Mcgraw hill	Latest
Koch W, Timothy & S Scott	Bank Management	Thomson, New Delhi	Latest
Prasad K, Nirmala, J Chandradas	Banking and Financial System	HPH	Latest
L M Bhole	Financial Institution and Market	Tata Mcgraw hill	Latest
Mithani & Gorden	Banking and Financial System	HPH	Latest

Subject	LS406 – International Finance Management (IFM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To acquaint students with fundamental concepts of International Finance and Exchange Rate Systems and to acquaint students with tools, techniques and strategies to make International finance related decisions. To provide the better understanding about export & import procedures and financing.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	International Finance – Overview	<ul style="list-style-type: none"> Globalization and the Multinational Firm International Monetary System Balance of Payments The Market for Foreign Exchange International Parity Relationship and Forecasting Foreign Exchange Rate 	20	8
II	Forward Exchange Arithmetic	<ul style="list-style-type: none"> Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates Interbank deals Execution of forward contract Cancellation/Extension of forward contract 	20	8
III	International Financial Markets	<ul style="list-style-type: none"> International Banking and Money Market International Bond Market and Equity Markets Cash Management Futures and Options on Foreign Exchange Currency and Interest Rate Swaps 	20	8
IV	International Portfolio Management with Exposure Management	<ul style="list-style-type: none"> International Portfolio Investments Foreign Direct Investment and Cross-Border Acquisitions Management of Economic Exposure, Transaction Exposure, Translation Exposure 	20	8
V	Foreign Trade Contracts & Procedures	<ul style="list-style-type: none"> Foreign Trade contracts and documents- Incoterm Letters of Credit-Meaning and Mechanism Types of Letters of Credit Operation of a Letters of Credit Finance of Foreign Trade – Financing Exports Post Shipment Finance, Project Exports & Investments Abroad 	20	8

		<ul style="list-style-type: none"> • Export-Import Bank of India • Export Credit Insurance, Financing Imports 		
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Eun& Resnick	International Financial Management	Tata McGraw hill	Latest Edition
C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
P. G Apte	International Financial Management	PHI	Latest Edition
Madhu Vij	International Financial Management	Excel Books	Latest Edition
J. Madura	International Financial Management	South Western Publication	Latest Edition
Alen Shapiro	Multinational Financial Management	John Wiley Publication	Latest Edition
H. P. Bhardwaj	Foreign Exchange Handbook	Bhardwaj Publishing Co.	2 nd Edition

Subject	LS407 – Mergers and Acquisition Management (M&AM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • Developed understanding of the economic activity of M & A taking place in the Indian economy. • Ability to examine the merger and acquisition process in the capital market. • Ability to illustrate the leading methods used in the valuation of a firm for merger analysis. • Familiarity with the techniques of corporate restructuring.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Corporate Restructuring; Mergers and Acquisitions; Due Diligence; Cross Border Acquisition.	<ul style="list-style-type: none"> • Concept, Reasons for Restructuring • Barriers to Restructuring • Types of Corporate Restructuring • Concept, Classification of Mergers • Motives behind M & A • Process of M & A • Reasons for failure • Reverse Merger • Recent Examples of M & A in India • Concept of Acquisition and types of Acquisitions • Concept, Types of Due Diligence • Concept, Benefits of Cross Border Acquisitions, Difficulties in Cross Border Acquisition 	20	8
II	Legal issues in M & A	<ul style="list-style-type: none"> • Provision for M & A under Companies Act, 2013 • SEBI Buyback of Securities Regulations • SEBI (Substantial Acquisition of shares and Takeover Regulations) • SEBI (Delisting of Securities) Guidelines • Provisions of Income Tax Act • Competition Act for M & A 	20	8
III	Takeover; Divestiture; Going Private and Leverage Buyout	<ul style="list-style-type: none"> • Concept • Takeover Defense tactics • Benefits and disadvantages of Takeover • Concept, benefits • Types of Divestiture • Reasons for Divestiture • Concept, Types of Leverage Buyouts • Concept of Employee Stock Ownership (Only Theory) • Funding options for M & A. 	20	8

IV	Accounting for Mergers; Exchange Ratio and Synergy; Different Approaches of Valuation of M & A (Theory and Sums); Market Based Valuation.	<ul style="list-style-type: none"> • AS14 • Methods of Accounting • Balance Sheet Treatments after M & A • Concept • ER based on EPS, MPS, PE • Combined EPS, Combined MPS, Combined PE • Minimum and Maximum Exchange Ratio based on MPS and EPS • Market value of merged firm • Cost and Benefits of a merger • Net Asset Method <ul style="list-style-type: none"> ○ Book Value basis ○ Market Value basis ○ Liquidation Value basis • Income Based Valuation: <ul style="list-style-type: none"> ○ Discounted Cash flow Method ○ Equity Valuation and Firm Valuation covering Stable growth and two stage growth model ○ Dividend Yield Method ○ Capitalization Method • Comparable company and Transaction Analysis Method • Fair Value Method 	20	8
V	Practical:	<ul style="list-style-type: none"> • Various Case Studies in Mergers & Acquisitions. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Aurora, Shetty, Kala,	Mergers and Acquisitions	Oxford	Latest Edition
Prasanna Chandra	Financial Management: Theory and Practice,	TMH	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
M.Y. Khan, P.K. Jain	Financial Management, Latest	TMH	Latest Edition
Sudi Sudarsanam	Creating Value from Mergers and Acquisitions, ,	PHI	Latest Edition
P. Rajesh Kumar	Mergers & Acquisitions,	TMH	Latest Edition
Prasant Godbole	Mergers, Acquisitions and Corporate Restructuring,	Vikas Publication,	Latest Edition
Bhagaban Das, Debdas Rakshit, Sathya Swaroop Debashish,	Corporate restructuring: Merger, acquisition and other forms,	Himalaya	Latest Edition
Pradip Kumar Sinha	Mergers, Acquisitions and Corporate Restructuring	, Himalaya,	Latest Edition

**SYLLABUS
FOR
MBA
(HUMAN RESOURCE MANAGEMENT)**

Subject	SC308 – Human Resource Management and Ancient Literature in Sanskrit (HRM&ALIS)
Academic Year	2021-22 Onwards
Credits	4
Objective	To sensitize the students about how organizational processes can be improved through effective management of conflict and negotiation <ul style="list-style-type: none"> • Develop basic behavioural science skills of the students in handling conflict and negotiation • Help Students understand and apply basic concepts and skills related to conflict management and negotiation
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I		<ul style="list-style-type: none"> • Defining Negotiation and Its Components • Personality • Conflict - its nature and diagnosis • Negotiation Styles • Key negotiation Temperaments • Communicating in Negotiation • Interests and Goals in Negotiation 	20	8
II		<ul style="list-style-type: none"> • Effect of Gender and culture on negotiation • Effect of Perception on Negotiation • Effect of Power in Negotiation • Asserting one's self Persuasion 	20	8
III		<ul style="list-style-type: none"> • Rules of negotiation and Common Mistakes • Negotiation Process and Preparation • Alternative Styles, Strategies and Techniques of Negotiation 	20	8
IV		<ul style="list-style-type: none"> • Team Negotiation • Negotiation in Leadership and Public Relations • Third Party Intervention 	20	8

V		<ul style="list-style-type: none"> Developing and Using Personal Negotiating Power , Post-Negotiating Evaluation 	20	8
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
B. A. B. Corvette	Conflict Management - A Practical Guide to Developing Negotiation Strategies	Pearson Education	Latest Edition
Rout and Omiko	Corporate Confclit Management - Concepts and Skills	PHI	Latest Edition
Michael L Spangle and Myra Warren Isenhardt	Negotiation: Communication for Diverse Settings	Sage	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
I. William Zartman	Negotiation and Conflict Management: Essays on Theory and Practice	Routledge	Latest Edition
Max H. Bazerman	Negotiation, decision making and conflict management, Vol 1	Edward Elgar	Latest Edition
Carsten K. W. De Dreu, Michele J. Gelfand	The psychology of conflict and conflict management in organizations	CRC Press	Latest Edition
Michael L Spangle and Myra Warren Isenhardt	Negotiation: Communication for Diverse Settings	Sage	Latest Edition
Goodwin, Cliff and Griffith, Daniel B.	The Conflict Survival Kit: Tools for Resolving Conflict at Work	Prentice Hall	Latest Edition

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Subject	SC308 – International Human Resource Management (IHRM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • This course presents a detailed coverage to the issues related to the International Human resource management. • This course is designed for the students who would be specializing in human resource management. • This course will help the students understand the dynamics of human resource management in the global context and manage people effectively
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Evolution of International Business	<ul style="list-style-type: none"> • Drivers of Globalization. • Stages of Internationalization. • Advantages and Problems of International Business. • Cross border mergers and acquisitions. • Organizational structure in MNC and International Dimensions of HRM. 	20	8
II	Introduction & Overview	<ul style="list-style-type: none"> • Approaches to IHRM • Differences between Domestic & IHRM • Social and cultural context of IHRM. • Managing culture diversity. 	20	8
	HRM in major economies of the world	<ul style="list-style-type: none"> • Sustaining international business operations • Transferring staff for international business. • Types of international assignments. • Standardization of work practices • International joint ventures. • Motivation and reward in international joint ventures 		
III	International Staffing/Recruitment and Selection	<ul style="list-style-type: none"> • Training and development of international staff. • Expatriate Training • Developing International Staff 	20	8
	Performance Management	<ul style="list-style-type: none"> • Factors Associated with Individual Performance & Appraisal. • Criteria for Appraising International Employees. 		
IV	Compensation	<ul style="list-style-type: none"> • Objectives & Approaches to International 	20	8
	Repatriation	<ul style="list-style-type: none"> • The Repatriation Process 		

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V		<ul style="list-style-type: none"> Industrial relations, Key issues in international industrial relations. The response of trade unions to multinationals. International Labour Organization Indian multinational companies Issues. Challenges and Theoretical developments. The future IHRM 	20	8
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Peter J. Dowling Marion Festing, and Allen Engle	International Human Resource Management: Managing People in a Multinational Context	South-Western College Pub	Latest Edition
Evans, Pucik, Barsoux,	The Global Challenge- framework for International Human Resource Management,	Tata McGraw- Hill	Latest Edition
Peter J Dowling, Denice E Welch,	International Human Resource Management	Cenage Learning	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
K Aswathappa, Sadhna Das,	International Human Resource Management	Tata McGraw Hill	Latest Edition
Tony Edwards, Chris Rees,	International Human Resource Management	Person Education	Latest Edition
Monir H Tayeb	International Human Resource Management	Oxford	Latest Edition
PL Rao,	International Human resource Management	Excel	Latest Edition
A-W Harzing and J Van Ruysseveldt	International human resource management	Sage	Latest Edition

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Subject	SC308 – Recruitment & Selection (R&S)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To help students understand the Recruitment and selection process thoroughly This course will help the students to enhance their ability in human resource processes
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Strategic Job Analysis and Competency Modeling.	<ul style="list-style-type: none"> Job analysis and strategy behind it, job description and person specifications. Common job analysis methods Planning job analysis Conducting job analysis. Competency modeling and Rewards Analysis 	20	8
	Forecasting and Planning	<ul style="list-style-type: none"> The workforce planning process Forecasting the firm's Labor Demand and supply Gaps between Them Staffing planning 		
II	Sourcing: Identifying Recruits	<ul style="list-style-type: none"> Sourcing Creating source plan 	20	8
	Recruiting	<ul style="list-style-type: none"> What is recruiting How applicants React to recruiting Training and developing recruiters Recruiting Metrics Developing Applicant attraction strategies Timing and disclosure of Information Achieving Recruitment Consistency 		
III	Measurement	<ul style="list-style-type: none"> What is measurement? Describing and interpreting Data Using Data Strategically What are the characteristics of useful Measures? Creating and validating an assessment System 	20	8
	Assessing External and Internal Candidates	<ul style="list-style-type: none"> The firm's Goals. Assessment Methods. Using Multiple Methods. Reducing Adverse Impact. Assessment Plans. 		

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IV	Choosing and Hiring Candidates	<ul style="list-style-type: none"> • Choosing candidates • Job Offer Strategies • The employment Contract • Presenting a job offer • Negotiating • Closing the deal • Fairness perceptions and rejections 	20	8
V	Staffing System Evaluation and Technology	<ul style="list-style-type: none"> • Staffing outcomes • Evaluation staffing Systems • Technology and staffing Evaluation 	20	8
Articles and Cases				

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Jean M. Phillips, Stanley M. Gully	Strategic Staffing.	Pearson	Latest Edition
Gareth Roberts	Recruitment and Selection	Jaico Publishing House	Latest Edition
Jeff Grout, Sarah Perrin	Recruiting Excellence: An Insider's Guide to Sourcing Top Talent		Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Robert Wood, Tim Payne	Competency- Based Recruitment and Selection	Wiley	2006 Edition
Lilly M Berry	Employee Selection,	Thomson	Latest Edition
Dipak Kumar Bhattacharyya	Human Resource Planning, 2nd edition,	Excel	Latest Edition
Heneman, Herbert G., III, & Judge, Timothy A.	Staffing Organizations	Tata McGrahill	Latest Edition
Das, H.	Recruitment, selection and deployment of human resources:A Canadian perspective.	Pearson Prentice Hall.	Latest Edition

Subject	SC308 – Compensation Management (CM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To familiarize the students with the issues in compensation management in knowledge based and globalized economy. To sensitize the students on the regulatory and compliance front with respect to some major Labour laws as applicable to corporate world.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Essentials of Reward Management	<ul style="list-style-type: none"> Overview of Reward Management The Reward System Total Rewards Strategic Rewards International Reward 	20	8
	Performance Management and Reward	<ul style="list-style-type: none"> Performance Management and Reward Engagement and Reward Financial Rewards Non-financial Rewards Contingent Pay Schemes Bonus Schemes Team Pay Rewarding for Business Performance Recognition Schemes 		
II	Valuing and Grading Job	<ul style="list-style-type: none"> Pay Levels Job Evaluations Schemes Equal Pay Market Rate Analysis Grade and Pay Structures 	20	8
	Rewarding Special Groups	<ul style="list-style-type: none"> Rewarding Directors and Senior Executives Rewarding Sales and Customer Service Staff Rewarding Knowledge Workers Rewarding Manual Workers 		
III	Employee Benefit and Pension Schemes	<ul style="list-style-type: none"> Employee Benefits Flexible Benefits Pension Schemes 	20	8

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	The Practice of Reward Management	<ul style="list-style-type: none"> • Developing Reward Systems • Managing Reward Systems • Evaluating Reward Systems • Responsibility for Reward 		
IV	CM related Labour Laws- P K Padhi's book.	<ol style="list-style-type: none"> 1. Payment of Wages Act, 1936. 2. Minimum Wages Act, 1948. 3. Payment of Gratuity Act, 1972. 4. Equal Remuneration Act, 1976. 	20	8
V	Misc. Acts and Rules for Employees	<ol style="list-style-type: none"> 1. Employees' State Insurance Act, 1948. 2. Employees' P F & Misc Provisions Act, 1952. 3. Workmen's Compensation Act, 1923. 4. Maternity Benefits Act, 1981. 5. Payment of Bonus Act, 1965 6. Income tax act provisions with respect to 7. Salaried persons. 8. Medclaim Policies and their salient 9. features 	20	8

Text Books

Authors	Name of the Books	Publisher	Edition & Year of Publication
Michael Armstrong	Armstrong's Handbook of Reward Management Practice- Improving Performance Through Reward. (For Modules 1 TO 3)	Kogan Page	Latest Edition
P K Padhi	Loudon & Della Bitta Labour and Industrial Laws. (For Modules 7,8 and 9 – CM related Labour Laws)	PHI	Latest Edition
Dipak Kumar Bhattacharyya	Compensation Management	Oxford	Latest Edition
Tapomoy Deb	Compensation Management- Text and Cases	Excel	Latest Edition
Taxmann's (Bare Acts)	Labour Laws		Latest Edition

Reference Books

Authors	Name of the Books	Publisher	Edition & Year of Publication
Milkovich and Others	Compensation	Tata McGraw Hill	Latest Edition

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Subject	SC308 – Performance Management (PM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To orient the students with the concepts related to performance appraisal. To facilitate learning related to performance management for employees.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Foundations of Performance Management	<ul style="list-style-type: none"> Definition, Concerns and Scope The Management of Performance A Short History of Performance Management The Essence of Performance Management Critiques of Performance Management and Appraisal 	20	8
	Performance Management in Action	<ul style="list-style-type: none"> The IPD Performance Management Survey Performance Management in Practice Case-Studies in Performance Management What People feel about Performance Management: Focus GD, Attitude Surveys The Impact of Performance Management 		
II	The Application of Performance Management	<ul style="list-style-type: none"> Performance Management and Development Performance Management and Pay Performance Management for Teams 	20	8
	Performance Management Processes	<ul style="list-style-type: none"> Measuring Performance Agreeing Objectives and Performance Standards Competence and Competency Analysis Degree Feedback Conducting Performance and Development Reviews Coaching and Counselling Performance Problem-Solving 		
III	Developing and Maintaining Performance Management	<ul style="list-style-type: none"> Introducing Performance Management. Learning about Performance Management. Evaluating Performance Management. <p>Conclusions The Reality of Performance Management</p>	20	8

IV		<ul style="list-style-type: none"> Legal issues in Performance Management 	20	8
V		<ul style="list-style-type: none"> Legal issues in Performance Management 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Michael Armstrong & Angela Baron	Performance Management	Jaico	Latest Edition
A S Kohli & T. Deb	Performance Management	Oxford	Latest Edition
Herman Aguinis	Performance Management	Pearson	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Prof. T V Rao	Performance Management and Appraisal Systems- HR Tools for Global Competitiveness	Sage	Latest Edition
Lance A. Berger & Dorothy R. Berger,	The Talent Management Hand Book,	Tata Mc-Graw Hill	Latest Edition
Dixit Varsha	Performance Management,	Vrinda Publications	Latest Edition
Prem Chadha:	Performance Management,	Macmillan	Latest Edition
David Wade and Ronad Recardo,	Corporate Performance Management,	Butter Heinemann	Latest Edition

Subject	SC308 – Change Management & Organizational Development (CM&OD)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The objective of the course is to understand the importance of change in organizations and the dynamics related to change management. • The study aims at building organizational development as a field of change that uses behavioral science knowledge to improve the functioning of organizations. • Various intervention strategies included in the curriculum help students to use change strategies at individual, group and organizational level to improve organizational effectiveness and performance.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to OD	<ul style="list-style-type: none"> • Organizational Development • Growth and Relevance of OD • History of OD 	20	8
	Values, Assumptions and Beliefs in OD	<ul style="list-style-type: none"> • OD Values, Assumptions & Implications for dealing with individuals, groups & organizations 		
	Foundations of Organization Development	<ul style="list-style-type: none"> • Theories of planned change • System Theory – Open Systems Model • Participation, Empowerment, Teamwork • Parallel Learning structures 		
II	Issues in Consultant – Client Relationship	<ul style="list-style-type: none"> • The OD Practitioner • Competencies required for an OD Consultant • Internal v/s External Consultants • Ethical Standards in OD • Entry & Contracting • Developing a Contract 	20	8
	Power, Politics and OD	<ul style="list-style-type: none"> • Meaning & Classification of Power • Organization Politics • Political Implications of Power • Planned Change, Power & Politics • Theories about Power and Politics 		
	An Overview of OD Interventions	<ul style="list-style-type: none"> • Classifying OD Interventions 		

III	Managing the OD Process	<ul style="list-style-type: none"> • Diagnosis for Organizations • Diagnostic Models • Action Component • The Program Management Component 	20	8
	Action Research	<ul style="list-style-type: none"> • Action Research – A Process and an approach 		
IV	Team Interventions	<ul style="list-style-type: none"> • Team & Work Groups • Team – Building Interventions • The formal Group Diagnostic Meeting • The formal Group Team – Building Meeting • Process Consultation Interventions • Gestalt approach to team building • Techniques in Team – Building 	20	8
	Intergroup & Third-Party Peace-Making Interventions	<ul style="list-style-type: none"> • Intergroup Team - Building Interventions • Third Party Peacemaking Interventions • Organization Mirror Interventions 		
	Training Experiences	<ul style="list-style-type: none"> • T Groups • Behavioral Modeling • Life & Career Planning • Coaching & Mentoring • Instrumented training 		
V	Comprehensive OD Interventions	<ul style="list-style-type: none"> • Search Conferences & Future Search Conferences • Beckhard's Confrontation Meeting • Strategic Management Activities • Real time strategic change • Stream Analysis • Survey Feedback • Grid Organizational development • Schein's scale change • Trans Organizational Development 	20	8
	Structural Interventions	<ul style="list-style-type: none"> • Socio-technical Systems • Self-managed teams • Work Redesign • MBO and Appraisal • OWL Projects • Parallel Learning Structures • Physical Settings And OD • Total Quality Management • The Self Design Strategy • Transformational change 		

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Wendell L. French and Cecil H. Bell, Jr	Organization Development, Behavioral Science Interventions for organization Improvement	Prentice Hall of India Pvt. Ltd	Latest Edition
Cummings and Worley	Organization Development and Change	Thomson South-Western	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Edgar H. Schein	Organizational Psychology	Prentice Hall of India Pvt. Ltd	Latest Edition
Edgar H. Schein	Organizational culture and Leadership	San Francisco: Jossey Bass,	Latest Edition
Richard Beckhard	Organizational Development: Strategies and Models	Addison Wesley Publishing Co.	Latest Edition

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Subject	SC308 – Strategic Human Resource Management (SHRM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To help participants to develop and deepen their understanding of HRM in a strategic context as well as HRM's work to develop and maintain a competitive competence in organizations
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	An investment perspective of HRM	<ul style="list-style-type: none"> Adopting an investment perspective Factors influencing how “Investment Oriented” the Organization is. 	20	8
	Trends affecting HRM	<ul style="list-style-type: none"> Impact of Technology Workforce Demographic changes and diversity 		
II	Strategic Planning	<ul style="list-style-type: none"> Models of strategy The process of strategic Management Mission statement Analysis of environment Organization Self-assessment Establishing goals & objectives Setting strategy 	20	8
	The Evolving/ strategic role of HRM	<ul style="list-style-type: none"> Strategic HR Vs Traditional HR Barriers to strategic HR Models of SHRM High-commitment mgmt High performance High involvement Approaches to the development of HR strategies Best fit Bundling Approaches to attaining strategic fit Competition strategy Organizational typology Life-cycle The strategic role of HR function HR specialist as Strategic partner As a business partner Key roles 		

III	Human Resource Planning	<ul style="list-style-type: none"> • Objectives of Human resource Planning • Types of Planning • Aggregate planning • Succession Planning • Forecasting Models • Process of HR planning • Planning By whom • Link to business planning • Hard & soft HRP • Approaches to HRP • Strategic Choices • Nature of HRP • Models of HRP 	20	8
	Design & Redesign of Work systems	<ul style="list-style-type: none"> • Design of work systems • Redesign of work Systems • Understanding Change • Managing change 		
IV	Staffing	<p>Recruiting</p> <ul style="list-style-type: none"> • Strategic choices • Temporary Vs Permanent Employees • Internal Vs External Recruiting • When & how extensively to recruit • Methods of recruiting <p>Selection</p> <ul style="list-style-type: none"> • Selection Process • Interviewing • Testing • Reliability & validity in testing • Types of selection test • References • International Assignments diversity 	20	8
	Training & development	<ul style="list-style-type: none"> • Benefits of training & development • Strategic choice • Training, development & performance • Improvement • Training process • Planning & strategizing training • Need Assessment • Objectives • Design & delivery • Evaluation • Integrating training with performance management systems & compensation 		

V	Performance Management & feedback	<ul style="list-style-type: none"> • Performance Management & its purpose • Process • Strategic choice • Strategy & Performance Appraisal Process • Performance management cycle • Use of the system • Who evaluates? • What to evaluate • How to evaluate • Measures of Evaluation • Other consideration 	20	8
	Employee Separation	<ul style="list-style-type: none"> • Reductions in force • Turnover • Retirement 		

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Mello.A.Jeffrey	Strategic Human resource management	South-Western Thomson Learning	2000 Edition
Mabey, Christopher, Salaman, Graeman and Storey John.	HRM: A strategic Introduction	Oxford	Latest Editon
Sharma, Anuradha & Khandekar, Aradhana,	Strategic Human Resource Management: An Indian Perspective, Response Books	Prentice Hall	Latest Editon

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Anthony Williams, Kacmar & Perrewe	Human Resource Management: A strategic Approach.	Harcourt College	2002 Edition
Armstrong Michael	Handbook of Strategic Human resource Management: A guide to action	Crest Publishing	2003 Edition
Agarwal Tanuja	Strategic Human Resource Management.	Oxford	Latest Edition
Dreher, George, F. & Dougherty Thomas P.,	Human Resource Strategy: A Behavioural Perspective for the General Managers,	Prentice Hall	Latest Edition
Noe, Hollenbeck, Gerhart, and Wright.	Fundamentals of Human Resource Management	McGraw-Hill	Latest Edition

Gujarat University- Ahmedabad, MBA Programme

Subject	SC308 – Managing Industrial Relations & Labor Legislations (MIR&LL)
Academic Year	2021-22 Onwards
Credits	4
Objective	The students specializing in human resource management need to develop an insight of all the perspectives of HR and especially the legal side understanding become more imperative as the HR manager has to deal with it on day-to-day basis. The Labour laws and their understanding help to facilitate the industrial Relations and would lead to lesser disputes amongst the employer and employee, employee and employer etc. The course content will help the students to comprehend the lawful perspectives.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Industrial relations.	<ul style="list-style-type: none"> Definition and main aspects. Labour & constitution Trade union Act 1926 and Trade union amendment Act 2001 	20	8
II	Industrial Dispute	<ul style="list-style-type: none"> Industrial Dispute Act 1947 Industrial Employment (Standing order) Act 1946 	20	8
III	Other Acts – 1	<ul style="list-style-type: none"> Factories Act 1948 Payment of wages Act 1936 Minimum wages Act 1948 		
IV	Other Acts – 2	<ul style="list-style-type: none"> Mines Act 1952 Shops and Establishment Act 1953 Equal Remuneration Act 1976 Workmen's Compensation Legislation Act 1923 	20	8
V	India and International Labour Organization.	<ul style="list-style-type: none"> India and International Labour Organization. Miscellaneous Act (Briefly – only the welfare provisions) - plantation Act 1951, Motor Transport workers Act 1961, Contract Labour (Regulation and Abolition) Act 1970, Merchant Shipping Act 1956, Dock workers (safety, health and welfare) scheme 1961, Interstate migrant workmen (Regulation of employment and condition of service) Act 1979. Recommendations of the Second National Commission on Labour(2002) 	20	8

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
P.R.N Sinha,Indu bala Sinha and Seema Priyadarshini Shekhar	Industrial Relations, Trade Unions and labour legislation	Pearson education	Latest Edition
Mamoria, Mamoria and Ganar	Dynamic of industrial Relations	HPH	Latest Edition
Padhi	Labour and industrial laws	PHI	Latest Edition
C.S Venkata Ratnam	Industrial Relations	Oxford	Latest Edition
N.D Kapoor	Industrial Laws	S.chand & co	Latest Edition

Gujarat University- Ahmedabad, MBA Programme

Subject	Management of Industrial Relations
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To help students understand the overall legal framework of industrial relations and the dynamics involved therein. To make students familiar with the various labor laws and their compliance required by the business organizations.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Industrial relations.	<ul style="list-style-type: none"> Meaning, Definitions, Characteristics. Factors Affecting IR, Approaches to IR. Participation in IR. Objectives of IR and Human Relations, IR and Productivity. Various Dimensions of IR. Case of Honda Motorcycles and Scooters (India Ltd(HMSI)Page 674, C S Venkata Ratnam's book.) 	20	8
	Industrial Disputes Act, 1947.	<ul style="list-style-type: none"> Introduction, Objectives, Definitions. Various Methods and Various Authorities under the act for resolution of industrial disputes e.g. methods of conciliation. adjudication and voluntary arbitration. Authorities like Works Committee, Conciliation officer. Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to layoff, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important <p>(Supreme Court Cases on industry, workman, strikes, retrenchment, etc.)</p>		
	Bombay Industrial Relations Act (In Brief)	<ul style="list-style-type: none"> Objectives, Scope, Types of Unions for the purpose of recognition of a trade union. Resolution of industrial disputes, provisions pertaining to standing orders, etc. 		
II	Trade Unions Act, 1926	<ul style="list-style-type: none"> Introduction, meaning, definitions, nature of trade unions, trade union movement in India. Problems of trade union. 	20	8

		<ul style="list-style-type: none"> • Appointment of registrar, procedure for registration of a trade union. • Cancellation of registration, appeal. • Rights and Privileges of a registered TU. • Duties and liabilities, amalgamation. • Dissolution of TUs, offences and penalties, etc. 		
	Industrial Employment Standing Order Act, 1946.	<ul style="list-style-type: none"> • Introduction, Objectives, definitions, • Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, • Certifying Officer, subsistence allowance. • Offences and penalties. 		
III	Factories Act, 1948.	<ul style="list-style-type: none"> • Objectives, definitions, Provisions regarding Health, safety, Welfare of workers. • Hazardous processes. • Working hours, • Restriction on employment of women and children. • Annual leave with wages, offences and penalties, case law, etc. 		
	Shops and Establishment Act, 1948	<ul style="list-style-type: none"> • Objectives, definitions, registration of establishments, health and safety. • Leave with pay. • Opening and closing hours, employment of children. • Young persons and women, offences and penalties, etc. 		
	Mines Act, 1952	<ul style="list-style-type: none"> • Objectives, definitions, Provisions regarding • Health, safety, Welfare of workers, hazardous • Processes, working hours, restriction on employment of women and children, annual leave with wages. • Offences and penalties, case law, etc. 		
	Contract Labour (Regulation & Abolition) Act, 1970.	<ul style="list-style-type: none"> • Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc. • Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of 		

		employment, leave with wages. <ul style="list-style-type: none"> • Offences and penalties, etc. Application, • Establishments, definitions, jurisdiction of government, Central and State advisory boards, • Registration of establishments and licensing of contractors. • Prohibition of employment of contract labour. • Welfare and health of contract labour. • Liabilities of the Principal employer, Inspecting • Staff, offences and penalties, etc. 		
IV	Collective Bargaining	<ul style="list-style-type: none"> • Introduction, Definitions, Characteristics, • Process of CB, Pre- requisites of a Successful • CB, Types, Functions of CB, Factors • Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB. 	20	8
	Workers' Participation in Management	<ul style="list-style-type: none"> • Concept, Objectives, evolution, Statutory and Non-Statutory Forms of WPM. • Level of WPM. • Assessment of WPM in India. • Necessary conditions for effective working of WPM. 		
V	Discipline	<ul style="list-style-type: none"> • Meaning and definitions, Characteristics. • Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India. 	20	8
	Grievance Handling	<ul style="list-style-type: none"> • Grievance Handling: Meaning, definitions. • Causes, Importance of grievance handling, formal Grievance handling mechanism, sexual harassment of women at work place. 		

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
C S Venkata Ratnam	Industrial Relations	Oxford publication	2006 Edition
P K Padhi	Labour and Industrial Laws(For Labour Laws)	PHI Publication	2007 Edition
B D Singh	Industrial Relations and Labour Laws	Excel Books	2008Edition
Mamoria	Dynamics of Industrial Relations	Himalaya Publication.	16 th Edition

Taxmann's	Labour Laws	Latest publication	Latest Edition
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**MBA
SYLLABUS
FOR
OPERATION MANAGEMENT**

Gujarat University- Ahmedabad, MBA Programme

Subject	LS401- Advanced Logistics Management (ALM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> This course enables the students to familiarize with the Logistics Outsourcing, Ecommerce Logistics, Material Handling and Green Logistics from the very basic concepts. Practical implication of how the industry manages the logistics.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Logistics Outsourcing	<ul style="list-style-type: none"> Introduction, Objectives, Concept of Logistics Outsourcing, Catalyst for logistics outsourcing, Benefits of logistics outsourcing, Issues in logistics outsourcing, Third-Party Logistics, Fourth-Party Logistics, Selection of Logistics Service Provider, Logistics Service Contract, Outsourcing-Value Proposition 	20	8
II	E-Commerce Logistics	<ul style="list-style-type: none"> Introduction, Objectives, Concept of E-Commerce, Requirements of Logistics in E-Commerce, E-Logistics Structure and Operation, Logistic Resource Management (LRM) 	20	8
III	Material Handling	<ul style="list-style-type: none"> Introduction, Objectives, Concept of Material Handling, Objectives of material handling, Principles of material handling, Equipment Used for Material Handling, Points to be Considered While Handling Materials, Role of Material Handling in Logistics 	20	8
IV	Green Logistics	<ul style="list-style-type: none"> Concept, Key drivers, Benefits <u>Logistics and Environmental Cost:</u> <ul style="list-style-type: none"> Carbon footprint , Carbon audit, Carbon credits Performance measures <u>Waste Management:</u> <ul style="list-style-type: none"> Minimizing negative environmental impact, Environmental checklist, Reuse and refurbishment of waste, 	20	8

Gujarat University- Ahmedabad, MBA Programme

		<ul style="list-style-type: none"> ○ Waste management as a part of reverse process ● <u>Government Role and Policy Measures:</u> ○ Public policy and initiatives by government, ○ Energy efficiency, Cutting emissions ○ Environment Protection Act : Various provisions. 		
V	Practical Application	<ul style="list-style-type: none"> ● Visit a company/organization/Division/Logistic Park and prepare a case study/report on Logistic Management process. Present in a class. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
V.V. Sople	Logistics Management	Pearson,	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Reji Ismail	Logistics Management	Excel Books	Latest Edition
Vijay Kumar	Logistics Management	Print Media Publications	Latest Edition
Sussna K. Miller	Logistics Management	Random Exports	Latest Edition

Gujarat University- Ahmedabad, MBA Programme

Subject	LS402– Advanced Supply Chain Management (ASM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> This course will enables the students to understand the Organization and Control in a supply chain, Managing Inventories, Purchasing and supply chain decisions, coordination and information technology in supply chain management, performance management and benchmarking.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	MANAGING INVENTORIES, PURCHASING AND SUPPLY CHAIN DECISIONS	<ul style="list-style-type: none"> Inventory management basics, Impact of demand on inventory management, Inventory models, Importance of inventory management, Inventory control systems, Selective inventory control, Materials requirement planning (MRP-I), Manufacturing resources planning (MRP - II), “Just-in- time” system, Additional approaches to inventory management, Special concerns in inventory management <ul style="list-style-type: none"> Role of procurement or purchasing in a supply chain, Supply scheduling, Sourcing versus purchasing, Sourcing decisions in supply chain management, Insourcing and outsourcing, Key sourcing-related processes, Sourcing strategies, Strategic sourcing, Strategic sourcing management, Procurement, Objectives of procurement or purchasing, Procurement/purchasing process, Strategic role of purchasing, Managing supplier relationships, Supplier/vendor selection criteria, The special consideration-procurement price, Buyer-seller relationships, Collaborative buyer-seller relationships, 	20	8

		<ul style="list-style-type: none"> Strategic alliance, Supply scheduling, Procurement strategies <p>Case studies</p>		
II	ORGANISATION AND CONTROL IN A SUPPLY CHAIN	<ul style="list-style-type: none"> Need for logistics/supply chain organizational structure, Importance of logistics/supply chain organization, Organisational development, Organisational structures in integrated logistics, Organisational design, Organisational choice and Organisational scope, Alliances and partnerships, Logistics/supply chain control, The logistics/supply chain control model, Control information, Measurement and Interpretation <p>Case studies</p>	20	8
III	CO-ORDINATION AND INFORMATION TECHNOLOGY IN A SUPPLY CHAIN	<ul style="list-style-type: none"> Co-ordination in the supply chain, Bull-whip effect, The impact of lack of co-ordination on supply chain, Managerial obstacles to co-ordination within a supply chain, Building strategic partnership and trust within a supply chain, Internal supply chain management, Managing supplier relationships, Information technology in a supply chain, Drivers of new supply chain systems and applications, Information for strategic supply chain management, Logistics/supply chain information technologies, Computer based information systems, Logistics information systems, New information technologies, Enterprise resource planning systems, Designing the information system for logistics and supply chain management <p>Case studies</p>	20	8

IV	SUPPLY CHAIN PERFORMANCE MEASUREMENT AND BENCHMARKING	<ul style="list-style-type: none"> • Performance measure defined, • Dimensions of performance measures, • Overview of performance measurement, Performance measurement in supply chain management, performance categories, • Logistics quantification pyramid, Purchasing/materials management performances, • Supply chain performance measures, • Developing a performance measurement and evaluation system, • Supply chain metrics, Supply Chain Operations Reference (SCOR) model, • Balanced score-card approach • Relevance of finance in the supply chain, financial impact of the supply chain, • Financial statements used, • Financial impact of supply chain decisions, • Financial implications of supply chain services • What is benchmarking? And What is a benchmark?, • Benchmarking the logistics process, • Mapping the supply chain process, • Supplier and distributor benchmarking, • Setting priorities for benchmarking, • Identifying logistics performance indicators, • Role of critical success factors in benchmarking <p>Case studies</p>		
V	GLOBAL SCM , CURRENT ISSUES AND CHALLENGES FOR THE FUTURE	<ul style="list-style-type: none"> • Globalisation of business, • Drivers of globalization, • Global strategy, • The concept of global logistics and global supply chains, • Global supply chain management versus domestic supply chain management, • The Trend towards globalization in the supply chain, • Global economic environment, • Global logistics and supply chain management, • The global supply chain strategy, • Global sourcing, Global purchasing and supplier relations Outsourced manufacturing, 	20	8

		<ul style="list-style-type: none"> • Review questions. • Benchmarking the supply chain, • Reengineering the supply chain, • Virtual supply chain, Continuous replenishment supply chains, • Lean supply chains, • Agile supply chains, Green supply chain, • Flexible supply chain, • World class supply chain management • Strategic planning for logistics and supply chain management, • Time-based strategies, • Time reduction logistics initiations, • Asset-productivity strategies, • Technology based strategies, Relationship based strategies, • Future direction for supply chains, • New business models for new supply chains, • The imperative of new operating model for next generation supply chains, • Living supply chains, Managing inherent complexity in supply chains 		
		Case study		

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
K. Shridhara Bhat	Supply Chain Management	Himalaya Publishing House	Latest Edition
Sunil Chopra, Peter Meindl, Dharam Vir Kalra	Supply Chain Management – Strategy, Planning and Operation	Pearson	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Sarika Kulkarni, Ashok Sharma	Supply Chain Management – Creating Linkages for Faster Business Turnaround	Tata McGraw-Hill Publishing Company Ltd	Latest Edition
James B.Ayers	Supply Chain Project Management – A Structured Collaborative and Measurable Approach	CRC Press	Latest Edition

Subject	LS403 – Warehouse Management (WM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> This course enables the students to familiarize with the warehouse management from the very basic concepts. Characteristics of an ideal warehouse management. Understanding of how operation and storage systems works.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Procurement System	<ul style="list-style-type: none"> Objectives of Procurement System, Principles of Procurement, History of procurement function: from administrative to strategic, Value added role, Procurement Cycle, Procurement Planning, Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, Bidding process <p>Case studies</p>	20	8
II	Warehouse Management	<ul style="list-style-type: none"> Meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS) Role of government in warehousing, Characteristics of an ideal warehouse <p>Case studies</p>	20	8

III	Warehouse operations	<ul style="list-style-type: none"> Storing products in a warehouse, Warehousing and Supply Chain Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID) Warehouse Operations, Receiving inventory, Picking inventory, Locating inventory, Organising inventory, Despatching inventory, Equipment Used for a Warehouse Case studies 	20	8
IV	Storage Systems	<ul style="list-style-type: none"> Storage and Warehousing Information system - Storage Equipment: Storage option - shuttle technology - very high bay warehouse - Warehouse handling equipment - vertical and horizontal movement - Automated Storage/ Retrieval System (AS/RS)- specialised equipment- Technical advancements- Resourcing a warehouse- warehouse costs- Types of cost - Return on Investment (ROI) – Charging for shared-user Warehouse service – Logistics charging methods Warehousing- Performance management Outsourcing Decisions. Case studies 	20	8
V	Material Handling and Warehouse safety	<ul style="list-style-type: none"> Material handling Product movement - concept- costs-product load activity—dispatch activity unload Activity-control device - impact of the computer technology automatic Identification- issues and trends in product transport--Packaging - Pallet - Stretch wraps - Cartons – Labeling- Health and safety- Risk Assessment - Layout and design - Fire safety- Slips and trips - Manual Handling - Working at height - Vehicles - Forklift trucks - Warehouse Equipment legislation. Warehouse safety check list- Warehouse Environment - Energy production - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management. <p>Case study: An integrated case based on the above modules</p>	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Gwynne Richards	Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse (The Chartered Institute of Logistics and Transport,)	Kegan page limited	Latest Edition
David E. Mulchy & Joachim Sidon	A Supply Chain Logistics Program for Warehouse Management	Auerbachian Publications	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C.	Supply Chain Logistics Management.	McGraw Hill/Irwin	Latest Edition
Arnold, J.R., Chapman, S.N	The Introduction to Materials Management	Pearson	Latest Edition

Subject	LS404 – Total Quality Management (TQM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management. To understand the statistical approach for quality control. To create an awareness about the ISO and QS certification process and its need for the industries.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction	<ul style="list-style-type: none"> Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation. 	20	8
II	TQM Principles	<ul style="list-style-type: none"> Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure. 	20	8
III	Statistical Process Control (SPC)	<ul style="list-style-type: none"> The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools. 	20	8

IV	TQM Tools	<ul style="list-style-type: none"> Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA. 	20	8
V	Quality Systems	<ul style="list-style-type: none"> Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits. 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Poornima M.Charantimath	Total Quality Management	Pearson	Latest Edition
K. Shridhara Bhat	Total Quality Management	Himalaya	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Dale H.Bester filed,et al.,	Total Quality Management	Pearson	Latest Edition
James R.Evans & William M. Lidsay	The Management and Control of Quality	South-Western	Latest Edition
Feigenbaum.A.V.	Total Quality Management	Tata McGraw-Hill	Latest Edition
Oakland.J.S.	Total Quality Management	Oxford	Latest Edition
Narayana V. and Sreenivasan, N.S.	Quality Management – Concepts and Tasks	International	Latest Edition
Zeiri	Total Quality Management for Engineers	Wood Head Publishers	Latest Edition

Gujarat University- Ahmedabad, MBA Programme

Subject	LS405 – Introduction to Material Management (MM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • This course will help the students to understand the material management processes • To understand the Production Planning, scheduling, Purchasing, forecasting and Inventory control aspects as a managerial function of Manufacturing industries
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Materials Management; Production Planning System; Master Scheduling	<ul style="list-style-type: none"> • Introduction • Operating Environment • The Supply Chain Concept • What Is Materials Management? • Supply Chain Metrics • Manufacturing Planning and Control System • Sales and Operations Planning • Manufacturing Resource Planning • Enterprise Resource Planning • Making the Production Plan • Relationship to Production Plan • Developing a Master Production Schedule • Production Planning, Master Scheduling, and Sales 	20	8
II	Material Requirements Planning; Capacity Management; Production Activity Control	<ul style="list-style-type: none"> • Bills of Material • Material Requirements Planning Process • Using the Material Requirements Plan • Definition of Capacity • Capacity Planning • Capacity Requirements Planning (CRP) • Capacity Available • Capacity Required (Load) • Scheduling Orders • Making the Plan • Data Requirements • Order Preparation • Scheduling • Load Leveling • Scheduling Bottlenecks • Theory of Constraints and Drum-Buffer-Rope • Implementation • Control 	20	8

		<ul style="list-style-type: none"> • Production Reporting 		
III	Purchasing; Forecasting;	<ul style="list-style-type: none"> • Establishing Specifications • Functional Specification Description • Selecting Suppliers • Price Determination • Impact of Material Requirements Planning on Purchasing • Expansion of Purchasing Into Supply Chain Management • Some Organizational Implications of Supply Chain Management • Demand Management • Demand Forecasting • Characteristics of Demand • Principles of Forecasting • Collection and Preparation of Data • Forecasting Techniques • Some Important Intrinsic Techniques • Seasonality • Tracking the Forecast 	20	8
IV	Inventory Fundamentals; Order Quantities; Independent Demand Ordering Systems; Physical Inventory and Warehouse Management; Physical Distribution	<ul style="list-style-type: none"> • Aggregate Inventory Management • Item Inventory Management • Inventory and the Flow of Material • Supply and Demand Patterns • Functions of Inventories • Objectives of Inventory Management • Inventory Costs • Financial Statements and Inventory • ABC Inventory Control • Economic-Order Quantity (EOQ) • Variations of the EOQ Model • Quantity Discounts • Order Quantities for Families of Product When Costs Are Not Known • Period-Order Quantity (POQ) • Order Point System • Determining Safety Stock • Determining Service Levels • Different Forecast and Lead-Time Intervals • Determining When the Order Point Is Reached • Periodic Review System 	20	8

		<ul style="list-style-type: none"> • Distribution Inventory • Warehousing Management • Physical Control and Security • Inventory Record Accuracy • Technology Applications • Physical Distribution System • Interfaces • Transportation • Legal Types of Carriage • Transportation Cost Elements • Warehousing • Packaging • Materials Handling • Multi-Warehouse Systems 		
V	Products and Processes; Just-in-Time Manufacturing and Lean Production; Total Quality Management	<ul style="list-style-type: none"> • Need for New Products • Product Development Principles • Product Specification and Design • Process Design • Factors Influencing Process Design • Processing Equipment & Process Systems • Selecting the Process • Continuous Process Improvement (CPI) • Just-in-Time Philosophy • Waste • Just-in-Time Environment • Manufacturing Planning and Control in a JIT Environment • Lean Production • Which to Choose—MRP (ERP), Kanban, or Theory of Constraints? • What Is Quality? • Total Quality Management (TQM) • Quality Cost Concepts • Variation as a Way of Life • Process Capability & Process Control • Sample Inspection • ISO 9000:2000 • Benchmarking • Quality Function Deployment • JIT, TQM, and MRP II 	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive.	Introduction to Materials Management	Pearson Education	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Gopalakrishanan	Materials Management: An Integrated Approach	PHI	Latest Edition

Subject	LS406 – Operation Research (OR)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Operations Research Decision-making environments	<ul style="list-style-type: none"> Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications 	20	8
II	Linear programming Transportation problem:	<ul style="list-style-type: none"> Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Various methods of finding Initial basic feasible solution and optimal solution. 	20	8
III	Assignment model: Game Theory Odds Method;	<ul style="list-style-type: none"> Algorithm and its applications. Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Dominance Method and Graphical Method for solving Mixed Strategy Game. 	20	8
IV	Sequencing Problem Queuing Theory	<ul style="list-style-type: none"> Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate Applications of Queue model for better service to the customers. 	20	8

Gujarat University- Ahmedabad, MBA Programme

V	Replacement Problem Project Management	<ul style="list-style-type: none"> Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations. 	20	8
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Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
K. RAJAGOPAL	Operations Research	PHI Learning Pvt. Ltd	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Apte	Operation Research and Quantitative Techniques	Excel Books	Latest Edition
S Kalawathy	Operation Research	Vikas	Latest Edition
Natarajan	Operation Research	Pearson	Latest Edition
Singh & Kumar	Operation Research	UDH Publisher	Latest Edition
Taha Hamdy	Operations Research	Prentice-Hall	Latest Edition
Vohra	Quantitative Techniques in Management	Tata McGraw-Hill	Latest Edition
Kothari	Quantitative Techniques	Vikas	Latest Edition

Subject	LS407 – Enterprise Resource Planning (ERP)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology. To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach. To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth. To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	ERP	<ul style="list-style-type: none"> Introduction; Advantages; ERP and Business – value creation; Integrated Information Management; Enterprise and ERP, Business modeling; Integrated data model 	20	8
II	To ERP or not to ERP	<ul style="list-style-type: none"> Strategic Options; Benefits of ERP: Quantifiable, Intangible; P&G; Risks: People, process, Technology, Implementation, Operational and Managerial risks. 	20	8
III	Introduction to ERP related technologies	<ul style="list-style-type: none"> Functional modules of ERP software.; Implementation of ERP: Life cycle; Implementation methodologies, transition strategies; People involved in implementation; Success and failure in implementation – factors. 	20	8

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IV	Operation and Maintenance	Operation and Maintenance of an ERP system.	20	8
V	Case Studies	Case Studies related to ERP System	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Alexis Leon	Enterprise Resource Planning	TMH	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Vaman	. ERP in practice	TMH	Latest Edition
Daniel E.O'Leary	Enterprise Resource Planning Systems	Cambridge University Press	Latest Edition
Ellen Monk, Bret Wagner	Concepts in Enterprise resource planning	Cengage learning	Latest Edition

**SYLLABUS
FOR
MBA
MARKETING MANAGMENT**

Subject	Consumer Behaviour (CB)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To familiarize the students with the behavioral aspects of consumers. To understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Consumer Behaviour	<ul style="list-style-type: none"> Understanding the Origins of Consumer Behaviour and its strategic applications, Consumer Research- paradigms and process, Market Segmentation – bases and strategies 	20	8
II	Understanding the Consumer as an Individual	<ul style="list-style-type: none"> Consumer Motivation-needs, Dynamics of motivation, Measurement of motives, Consumer Personality- theories, personality traits, consumer diversity, concepts of brand personality, self-image, Perception and its dynamics, consumer imagery, perceived risk and risk reduction strategies 	20	8
III	Understanding the Consumer as an Individual	<ul style="list-style-type: none"> Consumer Learning – Behavioural and Cognitive learning theories, Measures of learning, Consumer attitude formation and change- Structural models, Attitude formation and strategies of attitude change, Communication 	20	8

IV	Understanding Consumers in their social and cultural settings	<ul style="list-style-type: none"> • The concept of Reference groups, reference group appeals, • Family as a reference group, consumer socialization, • Family decision making, Social class and consumer behaviour, • Measurement of social class, • Applications, Influence of culture on consumer behaviour, • Measurement of culture, • Indian core values, Subcultures, • Cross-cultural consumer behaviour 	20	8
V	The Consumer's Decision-Making Process	<ul style="list-style-type: none"> • Consumer Influence, • opinion leadership, • motivation, dynamics and measurement of opinion leadership, marketing • strategies to take control of opinion leadership, Diffusion of innovations, • The adoption process, Consumer decision making - levels & models and consumer gifting behaviour. 	20	8

Text Books:

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Schiffman and Kanuk	Consumer Behaviour	Pearson Education	Latest Edition

Reference Books:

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Hawkins, Best, Coney & Mookerjee	Consumer Behaviour	TMH	Latest Edition
Blackwell and Engel	Consumer Behaviour	Cengage Learning	Latest Edition
Michael Solomon	Consumer Behaviour	Pearson Education	Latest Edition
S. Ramesh Kumar	Consumer Behaviour and Branding: Concepts, Readings and Cases – The Indian Context	Pearson Education	Latest Edition

Subject	Sales and Distribution Management (SDM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> The objective of this course is to help students understand the Sales and Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Sales & Distribution Management:	<ul style="list-style-type: none"> Nature and scope of sales management, Personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, Sales forecasting and budgeting decisions, Emerging trends in selling, ethical leadership, case analysis. 	20	8
II	Personal Selling Process, Sales Territories & Quotas	<ul style="list-style-type: none"> Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organization structures, case analysis 	20	8
III	Sales Force Management	<ul style="list-style-type: none"> Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce, case analysis 	20	8
IV	Distribution Management	<ul style="list-style-type: none"> Introduction, need and scope of distribution management, Marketing channels strategy, Levels of channels, institutions for channels- retailing wholesaling, Designing channel systems, Channel management, Case analysis. 	20	8

V	Market logistics and supply chain management:	<ul style="list-style-type: none"> • Definition & scope of logistics, • Components of logistics, • Inventory & warehouse management, transportation, • Channel information systems, • Distribution management in international markets, Case analysis. 	20	8
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Text Books

Authors	Name of the Books	Publisher	Edition & Year of Publication
Krishna K. Havaldar, Vasant M. Cavale	Sales and Distribution Management	Tata McGraw- Hill	Latest Edition
Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw- Hill	Latest Edition

Reference Books

Authors	Name of the Books	Publisher	Edition & Year of Publication
David Jobber, Geoffrey Lancaster	Selling & Sales Management	Pearson	Latest Edition
Tanner, Honeycutt, Erffmeyer	Sales Management	Pearson	Latest Edition
Mark W. Johnston, Greg W. Marshall	Sales Force Management	Tata McGraw-Hill	Latest Edition
William L. Cron, Thomas E. DeCarlo	Sales Management	Wiley	Latest Edition
Dr. S. L. Gupta	Sales & Distribution Management	Excel	Latest Edition
Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition
Jackson, D.W. (Jr.); Cunningham, W. H. Cunningham, I.C.M.	Selling The Personal Force in Marketing	John Willey & Sons	Latest Edition

Subject	International Marketing
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> • The Course will make students understand and appreciate the ever expanding scope of international marketing besides acquainting the students with the cross cultural implications on international marketing decisions. • Moreover, it will enable the students to develop Global Marketing strategies. • It will also go into the role of the import – export documentation procedure
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	International Trade and Global Market	<ul style="list-style-type: none"> • The Scope and challenge of International Marketing. • The Dynamic Environment of International Trade. History and Geography: • The Foundations of Culture. Culture Dynamics in Assessing Global Markets 	20	8
II	International Environment: Political and Legal	<ul style="list-style-type: none"> • Culture, Management Styles and Business Systems. • The Political Environment: A Critical Concern. • The International Legal Environment: Playing by the Rules. 	20	8
III	Global Marketing Research	<ul style="list-style-type: none"> • Developing a Global Vision through Marketing Research. • Emerging Markets. • Multinational Market Regions and Market Groups. Global Marketing Management: Planning and Organization. • Products and Services for Consumers. 	20	8
IV	International Marketing	<ul style="list-style-type: none"> • Products and Services for Businesses. • International Marketing Channels. • Exporting and Logistics: Special Issues for Business. 	20	8
V		<ul style="list-style-type: none"> • Integrated Marketing Communications and International Advertising. • Personal Selling and Sales Management. • Pricing for International markets. • Negotiating with International Customers, Partners and Regulators. 	20	8

Textbooks (Latest Edition):

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Cateora, Graham & Salwan	International Marketing	Tata McGraw-Hill Publishing Company Ltd.	Latest Edition
Isobel Doole and Robin Lowe	International Marketing Strategy- Analysis, development and Implementation	Thomson Press Publications	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Vern Terpstra and Ravi Sarathy	International Marketing	Thomson South Western	Latest Edition
Charles W. L. Hill	International Business- competing in the Global Marketplace	Tata McGraw-Hill Publishing Company Ltd.	Latest Edition

Subject	Retail Marketing
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To familiarize the students with the concept of modern retailing and understand the significance of retailing in the current business environment. To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth. To understand the role of several support functions in enhancing the performance of the retail business.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I		<ul style="list-style-type: none"> Introduction to Retailing and Retail in India: Role, Relevance and Trends in Retailing, Retail organization, Classification of Retail units, Retail formats, Retail Customer, Emergence of organized retailing, VMS in Indian retailing, Retailing in rural India, Indian shoppers and consumer behaviour, market segmentation and targeting 	20	8
II		<ul style="list-style-type: none"> Financial Planning for Retail, Retail Location Strategy, Organisational Structure and HRM in Retail 	20	8
III		<ul style="list-style-type: none"> Retail Product and Brand Management, Retail Promotion strategy, Atmospherics and Retail Space Management, CRM in Retailing 	20	8
IV		<ul style="list-style-type: none"> Supply Chain Management and Information Systems, Merchandise Management, Store Operations 	20	8
V		<ul style="list-style-type: none"> Retail Pricing Strategies, Managing Retail Chains and Franchising, International Retailing 	20	8

Text Books:

Author/s	Title of the Book	Publisher	Edition and Year of Publication
Chetan Bajaj, Tuli and Srivastava	Retail Management	Oxford Higher Education	Latest Edition
Pradhan Swapna	Retailing Management: Text & Cases	Tata McGraw-Hill Education	Latest Edition

Reference Books:

Authors	Title of the Book	Publisher	Edition and Year of Publication
Sinha, P. K. and D. P. Uniyal	Managing Retailing	Oxford University Press	Latest Edition
Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education India	Latest Edition
Newman Andrew J and Peter Cullen	Retailing: Environment & Operations	Cengage Learning	Latest Edition
Cox, Roger, and Paul Brittain	Retailing: An Introduction	Pearson Education	Latest Edition
Sharma, D. P.	E-Retailing	Himalaya	Latest Edition
Fernie, John and Leigh Spark	Logistics in Retail Management	Kogan Page India, New Delhi	Latest Edition

Subject	Rural Marketing
Academic Year	2020-21 Onwards
Credits	4
Objective	
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Rural Marketing - A Conceptual Framework - Segmentation of Rural Market – Rural and Urban Markets: A Comparative Analysis- Rural Marketing: Challenges and Opportunities	<ul style="list-style-type: none"> • Introduction • Meaning of ‘Rural’ • Rural Marketing • Phased Evolution of Rural Marketing • Rural Marketing Model • Rural Marketing vs. Urban Marketing • A Roadmap to the Contents and Organisation of the Book • Rural India: A Brief Profile • Nature and Characteristics of the Rural Market • Segmentation • Segmentation Variables Conditions for Effective Market Segmentation • Benefits of Market Segmentation • Approaches for Segmenting the Rural Market of India Rural Market Segmentation Tools • Target Marketing • Parameters Differentiating Urban and Rural Markets • Differences in Consumer Behaviour in Rural and Urban Markets • Challenges in Rural Marketing • Opportunities in Rural Markets 	20	8

II	<p>Rural Marketing Research –</p> <p>Rural Consumer Behaviour</p> <p>Rural Marketing Mix</p> <p>New Product Development for the Rural Market</p> <p>Rural Market and Product Life Cycle</p>	<ul style="list-style-type: none"> • Marketing Research Process • Rural Market Research • Evolution of Rural Marketing Research • Sources and Methods of Data Collection • Data Collection Approaches in Rural Areas • Data Collection Tools for Rural Market • Research Tools for Rural Market • Limitations and Challenges in Rural Marketing Research • Role of Rural Marketing Consulting Agencies • Consumer Behaviour • Fundamentals of Consumer Behaviour • Consumer Behaviour Roles • Needs and Wants of Rural Consumers • Factors which Influence Rural Consumers during Purchase of a Product • Lifestyle of Rural Consumer • Profile of Rural Consumer • Rural Shopping Habits: Consumer Insights • Rural Consumer's Increasing Trend Towards Consumption • Marketing Mix • 4Ps of Marketing • Marketing Mix • Additional Ps of Rural Marketing • 4As of Rural Marketing Mix • New Product: An Introduction • Objectives behind New Product Launch • New Product Development Process • Product Life Cycle: An Introduction • Characteristics of Different Stages of PLC and Marketing Mix Strategies • Application of Product Life Cycle in Rural Markets: A Critical Analysis 	20	8
III	<p>Rural Market and Brand Management</p> <p>Rural Retail Channel Management</p> <p>Principles of</p>	<ul style="list-style-type: none"> • Product Life Cycle: An Introduction • Characteristics of Different Stages of PLC and Marketing Mix Strategies • Application of Product Life Cycle in Rural Markets: A Critical Analysis • Retailing: An Introduction • Reasons for Need of Innovation for Rural Market • Principles of Innovations for Rural Market 	20	8

	Innovation for Rural Market Marketing Strategies for Indian Rural Market Rural Marketing of FMCGs	<ul style="list-style-type: none"> • Need for Paradigm Shift in Strategic Perspective for Rural Markets • Rural Marketing Strategies • FMCGs: An Introduction • Characteristics of FMCG 		
IV	Rural Marketing of Consumer Durables Rural Marketing of Financial Services Marketing of Agricultural Inputs Marketing of Agricultural Produce Agricultural Co-operative Marketing	<ul style="list-style-type: none"> • Consumer Durables: An Introduction • Marketing of Banking Services in Rural Markets • Evolution of Rural Banking after Independence • Key Reasons for Poor Performance of Banks in Nationalisation Period • Challenges in Marketing of Banking Services in Rural Market • Opportunities for Banking in Rural Areas • Marketing Strategies for Banking Services • ICICI Bank: A Case Study of Rural Marketing of Banking Services • Indian Tractor Industry: A Brief Overview • Fertiliser Industry in India: An Introduction • Indian Agrochemical Market: An Introduction • Global Agrochemical Market: A Brief Overview • Marketing of Agricultural Produce • Agricultural Co-operative Marketing 	20	8

V	Marketing of Rural Artisan Products e-Rural Marketing Corporate Sector in Agri-business: Cultivation, Processing and Retailing Organized Rural Retailing Five Rural Market Mapping Social Marketing: Corporate Social Responsibility in Rural Market IT for Sustainable Rural Development e-Governance for Rural India	<ul style="list-style-type: none"> • Marketing of Rural Artisan Products • e-Rural Marketing • Corporate Sector in Agri-business: Cultivation, Processing and Retailing • Organised Rural Retailing • Rural Market Mapping • Social Marketing: Corporate Social Responsibility in Rural Market • IT for Sustainable Rural Development • Advantages of IT as a Tool for Sustainable Development • e-Governance for Rural India • e-Governance: A Conceptual Background 	20	8
	Text Book	RURAL MARKETING (CONCEPTS AND PRACTICES) Balram Dogra Karminder Ghuman Tata McGraw Hill Education Private Limited		
	Reference Book			

Subject	Services and Relationship Marketing
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To develop insights into emerging trends in the service sector as well as relationship marketing in a developing economy and tackle issues involved in the management of services. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specifically related to marketing of services.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Introduction to Services Marketing and Customer Behaviour in Service Encounter	<ul style="list-style-type: none"> Services and their role in the economy; Distinctions between Services and Goods; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Services Marketing Mix; Four Categories of Services – People-Processing, aMental- Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; Customer Expectations and Perceptions of Services – Zone of Tolerance 	20	8
II	Services Marketing Mix	Product – Core and Supplementary Elements, Branding Service Products; Price – Role of Non- monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Delivery – Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication	20	8
III	Expanded Marketing Mix for Services and Managing Capacity and	People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign, Physical Evidence – Servicescape, Service Environments, Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	20	8

	Demand of services			
IV	Service Quality and Relationship Management	Services Quality: Gaps Model; Measuring and Improving Service Quality; Emerging Service Sectors in India – Healthcare, Biotechnology, Retailing and Banking Sector Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships and Electronic Relationships	20	8
V	Relationship Marketing	Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; Customer Relationship Management (CRM)	20	8

Text Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Latest Edition
Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Latest Edition

Reference Books

Author/s	Name of the Book	Publisher	Edition and Year of Publication
Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford	Latest Edition
Gronroos Christian	Service Management and Marketing: Customer management in Service Competition	Wiley India	Latest Edition
Baran R.J., Galka R.J., Strunk D.P.	Customer Relationship Management	South- Western Cengage Learning	Latest Edition
Godson Mark	Relationship Marketing	Oxford	Latest Edition

Subject	Digital Marketing Management (DMM)
Academic Year	2021-22 Onwards
Credits	4
Objective	<ul style="list-style-type: none"> To acquaint the participants with the basics of Digital Marketing. To provide the participants practical understanding about strategic and functional aspects of Digital Marketing.
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I	Basics of Digital Marketing	<ul style="list-style-type: none"> About Digital Marketing v/s Traditional Marketing Hierarchy in Digital Marketing Role in Digital Marketing Competition Analysis Scope & Career Opportunities Skills to become Digital Marketers Volunteer's selection for College/Company's Digital Marketing Program Measurement metrics for SM Marketing Analytics- 4 P's Big Data Analytics Security and Privacy issues/Ethical Issues 	20	8
II	SEO Training	<ul style="list-style-type: none"> About Search Engine Optimization & Working How Search Engines Work (Google, Bing etc) Keyword Research Strategies Types of Keywords Keyword Application Keyword Research for Ecommerce Keyword Oriented Content Writing On Page Optimizations On page factors for Search Engines Google Yahoo Bing Various On Page Optimization Tags On Page Optimizations Techniques and other Algorithms Content Optimization Google Insights / Trends Google Panda Update Google Penguin Update 	20	8

		<ul style="list-style-type: none"> • Google Hummingbird • Off Page Optimizations • What is Link Building? • Link Building Formula • Directory Submission • Social Bookmarking • Article Submission • Press Release • Blog Submission • Forum Postings • Question Answers Portals • Classified Submissions • Forum Submission & applications • Working on Live Dynamic Website (Eg. Access to Edu4Sure) • SEO Optimization through Webmaster • Google Control Settings • Resolving Website Errors • (Access to SEO Dashboard of a company and Working on applications by the learners to understand the tool in the best possible manner) 		
III	Google Adsense PPC Training	<ul style="list-style-type: none"> • Learn How to Earn from Google • How Adsense Works • Legal ways of Google Earning program • Website Policies • Earning Policies • Account Creation • Code Installation • Google Adwords • Search Advertising Module • Display Advertising Module • Re Targeting Module • Remarketing • Branding VIA Paid Networks • Facebook Adverts • Paid Ads on Facebook • LinkedIn Paid Ads • Paid Ads on LinkedIn • Key Training Areas – PPC • On page Optimization for Paid Marketing Landing Page Creation • Ad Making Strategies 	20	8

		<ul style="list-style-type: none"> • Geo targeting of Ads • Bidding • Campaign Designing • Campaign Optimization • Conversion Tracking • CPC/CPM 		
IV	Social Media Marketing	<ul style="list-style-type: none"> • Facebook • Creating Strong Profiles on Facebook Creating Pages & Groups • Advertising on Social Media • Lead Generation • Branding on Facebook • Quora • Best Practice& Benefits of Quora • How to Use Quora For Customers LinkedIn • LinkedIn – Internet Marketing • Creating Strong Profiles on LinkedIn Creating Company Profiles • Advertising on Social Media • Branding on LinkedIn • Company pages • Twitter • Creating Strong Profiles on Twitter • Product Brand Promotion Activities • Retweeting • YouTube • Video Optimizations • Video Marketing • Learners will get access to Company's Social Media Page to give a real scenario. Facebook campaign will be running for a better understanding. 	20	8
V	Affiliate Marketing E-Commerce Email Marketing	<ul style="list-style-type: none"> • What is Affiliate Marketing? • How to Sell through Affiliates • How to make money • Branding Through Affiliate Marketing • Affiliate Management Agencies • Merchant, Affiliate, Market & Customer • Product & Service Marketing • Traffic from Affiliate Network • Commission Based Lead Generation • Profitable Niche Product Promotion • Affiliate Tracking 	20	8

		<ul style="list-style-type: none"> • Expanding Business through Affiliate Marketing • (Learners will look at the Affiliates by India's leading Affiliate marketing agency for a practical understanding) • SEO for E commerce • Paid Marketing for E commerce • International Ecommerce strategy • E commerce CMS Management • Gateway Providers & Policies • Landing Page Optimization for Ecommerce • Mobile Payments • Core Selling Strategies Types Email Marketing • Email Marketing Servers • Email Marketing Application / Software's Email Database Management • Email Data Extraction & Collection • Free Email Marketing Apps • Transactional emails • Direct emails • Opt-in email • Unconfirmed opt-in • Confirmed opt-in (COI) • Email Newsletters • Tracking Email Conversions 		
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Text Books			Publisher	Edition and Year of Publication
Reference Books				

Subject	Product and Brand Management
Academic Year	2021-22 Onwards
Credits	4
Objective	<p>To develop an understanding of product management, product manager's roles and responsibilities</p> <p>2) To introduce various branding principles and their exposure to classic and contemporary branding applications</p> <p>3) To increase understanding of the important issues in planning, implementing, and evaluating brand strategies.</p> <p>4) To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.</p> <p>5) To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity</p>
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I		Introduction to Product Management, Role and Responsibilities of a Product Manager, Marketing planning, Category Attractiveness, Market Competition and Competitor Analysis	20	8
II		Customer and Market Potential Analysis, Product Strategy and New Product Development, Managing a Product during various stages of PLC	20	8
III		Branding & Brand Management, The concepts of Brand Equity, Creating brands in a competitive market, Brand Positioning, values and Brand Associations, Using Brand Elements to create brand equity.	20	8
IV		Designing Marketing Programmes to Build Brand Equity. Leveraging Secondary Brand Associations. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches	20	8
V		Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions, Managing brands overtime and over	20	8

		geographic boundaries, Revitalization of brands		
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Text Books:

Authors	Name of the Books	Publisher	Edition & Year of Publication
Lehman and Winer	Product Management	Tata McGraw Hill	Latest Edition
Kevin Lane Keller	Strategic Brand Management	Pearson Education	Latest Edition
Elliott Richard and Percy Larry	Strategic Brand Management	Oxford University Press (Indian Edition)	Latest Edition

Reference Books:

Authors	Name of the Books	Publisher	Edition & Year of Publication
Tybout and Calkins (Editors)	Kellogg on Branding	Wiley India Edition	Latest Edition
VanAuken Brad	Branding	Jaico Publishing House, Mumbai	Latest Edition
Baker Michael and Hart Susan	Product Strategy and Management	Pearson Education	Latest Edition
Jean Noel Kapferer	Strategic Brand Management	Kogan Page	Latest Edition
S. Ramesh Kumar	Managing Indian Brands, Marketing Concepts & Strategies	Vikas Publishing House Pvt. Ltd.	Latest Edition
Dholkia, Anwar and Hasan	Marketing Practices in Developing Economy : Cases from South Asia	PHI Learning,	Latest Edition
YLR Moorthi	Brand Management, The Indian Context	Vikas Publishing House Pvt.Ltd.	Latest Edition
S. Ramesh Kumar	Consumer Behaviour and Branding	Pearson Education	Latest Edition
Harsh Verma	Brand Management	Excel Books	Latest Edition

Subject	LS407 – Tchnology and Innovation Management (T&IM)
Academic Year	2021-22 Onwards
Credits	4
Objective	
Total Hours	40 hours
Instructor	

Course Content:

Module	Description	Content	Weightage	Sessions
I			20	8
II			20	8
III			20	8
IV			20	8
V			20	8
Text Books			Publisher	Edition and Year of Publication
Reference Books				

**GUIDELINES FOR EXTERNAL EVALUATION OF
PROJECT STUDY –MBA- II / SEM – IV**

Comprehensive Project Report and Viva Voce:

Each student will be required to prepare a project report based on the of research/studies carried out by him/her in a business/industrial or any other organization. The report should present a problem that is faced or may be faced by the organisation and its possible solutions or suggestions/recommendations for overcoming the problem from the management perspective. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry. The report should include field studies, surveys, interpretations, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. This project will commence from semester III for full time students and semester V for evening programme students. This course has credit hours of four.

Method for Examination:

1. The groups of students at a particular institute where the maximum intake capacity is 60, 90 and 120 should be divided into 2 days, 3 days and 4 days respectively for project study presentation and viva-voce. The schedule should be prepared accordingly by each respective institute.
2. The evaluation panel during the external examination should consist of 3 members' viz., 2 external evaluators as sent from the university and 1 internal guide from the respective institute.
3. Each group of student(s) should be given atleast 20 minutes - 15 minutes for presentation and 5 minutes for answering questions raised by the evaluating panel.
4. Each individual evaluator in the panel should allot marks out of a maximum mark of 50 to an individual student in a group.
5. The internal marks for the project should be allotted out of a maximum mark of 50 by the respective guide of the project and should be sent separately with other courses' internal marks.
6. Two sealed copies of the external marks allotted by each evaluator should be prepared. One copy should be handed over to each respective external evaluator to be submitted to the Examination Controller, Gujarat University and one copy to be sent to B. K. School of Business Management.
7. A certificate indicating number of projects evaluated by each respective external evaluator should be issued

to each evaluator by the respective institute.

8. The following parameters should be considered for evaluating the Presentation of a candidate:

- a. Scope considered
- b. Substance & Treatment
- c. Style of presentation
- d. Time Management
- e. Treatment of Questions and Answers provided

9. The following parameters should be considered for evaluating the Project Report of a candidate:

- a. Theme & Objective
- b. Clarity & Presentation
- c. Focus & Conclusion
- d. Innovativeness
- e. Learning derived
- f. Methodology used

Subject	LTP-On-site Project Training / On Job Training 4 to 5 Months (Long Term)
Academic Year	2021-22 Onwards
Credits	10
Objective	To give exposure to the students to supply chain process in logistic or allied organization to get hands on experience to different technical, functional and managerial aspects of industry.
Total Hours	4 to 5 Months
Instructor	

STRUCTURE OF THE PROJECT WORK DURING SEM-IV OF MBA (MM)

Basically, it is expected that students must get the actual operational and applied experience during the project period so as to make them familiar with the working environment of prospective organizations they are likely to join after the completion of their course.

During the project following stages are expected

1. Understanding of the organizational set up and its key functional areas.
2. Collection of relevant data/ analysis/graphical presentation/inferences/conclusions and recommendations with respect to subject chosen as in 2 above. (To be finalized in consultation of the faculty in last fortnight of training period)
3. Submission and presentation of report and *viva-voce*

Broadly the evaluation will be carried out in the following aspects and their tentative weightage.

The details are provided in the section of evaluation pattern.

Understanding of concept and its application	30%
Analysis and inferences	30%
Presentation and <i>viva-voce</i>	40%

Faculties shall identify and make available the tentative list of concepts/subjects of likely studies that can be taken up at least a month before the commencement of project training if possible.

SIP - GUIDELINES FOR SUMMER INTERNSHIP PLACEMENT

Summer placement (summer internship programme, i.e., now popularly known as **SIP**), is an integral part of the academic curriculum of MBA Supply Chain Management. For the successful completion of the MBA programme, the students are required to complete the SIP. After completion of the 1st year of the programme, i.e., after the 2nd semester and before the commencement of the second year of the programme, the students are required to work with an organisation for hands on experience. The duration of the SIP is six to eight weeks. In some cases, this period may be a little longer, but in no case the duration should be more than 10 weeks.

SIP aims at widening the student's perspective by providing an exposure to real life organisational and environmental situations in Industries. This will enable the students to explore an industry/organisation, build a relationship with a prospective employer, or simply hone their skills in a familiar field. SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA supply chain into practice while working on a business plan or trying out a new industry, job function or organisation.

The organisation, 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 organisation and help in image building on campus.

In case the scope of the project is large, even more than one student also can undertake the SIP project jointly. Similarly, if the scope of the project is limited, the student can undertake more than one project during the specified period with the same organisation or with another organisation.

An additional benefit that organisations 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 organisation.

The SIP process involves working under the mentorship of an executive of the concerned organisation and also with a faculty member of the institute where the student is studying, if required. The student is expected to first understand the organisation and its setting and the industry/field in which the organisation 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 organisation and one copy each to the institute and the university. 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.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty members from the institute who will be the examiners. The student/s is/are expected to make a 15 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The total marks for the SIP project will be 100. The marks will be awarded for the following aspects:

1. **Introduction:** Clear understanding of the topic/subject; understanding of the organisation/unit//field.
2. **Literature Review:** Published studies, review of similar studies
3. **Details about the study:** Objectives, formulation of the problem, scope, and rationale of the study.
4. **Methods/methodology adopted for the study:** Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
5. **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
6. **Contribution and learning from the project:** Details of the contribution of the study, the benefits to the organisation, the learning from the study for the student, etc.
7. **Acknowledgements:** References/Citations and Bibliography and help, if any, received from other individuals/organisations.
8. **Presentation of the report format of the report, flow of the report, style, language, etc.**
9. **Presentation of the report to the examiners:** Substance and treatment of the topic, style of presentation, and performance in the question answer session, time management, language, etc.
10. **Overall impression.**

Note: Similar Guidelines as mentioned for summer internship placement (SIP) will be applicable for long-term project (LTP) on-site/ on job training during the semester IV of the programme.

GUJARAT UNIVERSITY
B. K. SCHOOL OF PROFESSIONAL AND MANAGEMENT STUDIES
MBA IN FINANCIAL MANAGEMENT (EVALUATION PATTERN)

(The University Examinations for all the semester will be held only once a year. The examinations for semester I and III will be normally held in the month December / January. The semester II will be held in May / June. The Semester IV examination (Presentation and VIVA-VOCE) will be after the completion of the onsite long term training of 4-6 months.)

1. Evaluation of the course

The evaluation will be totally internal and will be conducted by the faculty who are teaching the subjects as this is a unique course and it will be difficult to get outside experts for evaluation. The grading system will be followed for the purpose, minimum requirement of attendance, etc., are given below:

2. Grading Point

The evaluation will be done on the grading pattern. The idea of the evaluation is to help the students' perform better.

Grade	A+	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
Meaning	4.3	4	3.7	3.3	3	2.7	2.3	2	1.7	1.3	1	0.7	0

3. Meaning of Grades

Grade	Meaning
A	Excellent
B	Good
C	Fair
D	Poor
F	Fail
I	Incomplete
+ &-	These symbols indicates the variations above & below the above description

Total grade point is calculated by adding the grade points obtained in various courses.

$$GPA = \frac{\sum xiwi}{\sum wi}$$

Grade Point Average: (GPA): G.P.A is calculated by dividing the total grade point by number of credits.

4. Absenting from examination:

- a) It will be compulsory for every student to appear in the university exam for all the subjects/ courses in every semester. In case a student fails to attempt any one or more university examination, he/she will be given "I" in that component of the course, which may be converted into "F" for calculation of grade point of that subject/course.
- b) If a student fails to appear in the mid-semester examination he/she may be given one more chance by the concerned faculty/Director by a make-up examination. However, in the make-up examination the maximum grade awarded will be "C". This clause is put to discourage the students from absenting from the mid-semester examination.
- c) If a student has not been able to complete any course (internal or continuous component), he/she will be given "I" grade, implying incomplete. The "I" grade will have to be removed by completing the course requirements within a specified time period allotted by the faculty concerned. If this is not done, the student will be treated as failed in that component of the course and will be given an "F" in that component.

5. Equivalence between grade and Grade Point

Tentative Guideline regarding equivalence between Grade, Grade Point and Marks are given hereunder. However faculty member can design grading system based on the performance of the students.

GPA	Marks (Out of 100)	Grade
4.16	75	A+
3.86 - 4.15	70 & 75	A
3.51 - 3.85	65 & 70	A-
3.16 - 3.50	60 & 65	B+
2.86 - 3.15	55 & 60	B
2.51 - 2.85	50 & 55	B-
2.16 - 2.50	48 & 50	C+
1.86 - 2.15	45 & 48	C
1.51 - 1.85	40 & 45	C-
1.16 - 1.50	35 & 40	D+
0.86 - 1.15	30 & 35	D
0.5 - 0.85	20 & 30	D-
less than 0.5	20	F

6. Equivalence among class, grade, GPA

Second Class ($\geq 50\%$)	→ (B- If GPA=2.51-2.85)
Higher Second Class ($\geq 55\%$)	→ (B If GPA=2.86-3.15)
First Class ($\geq 60\%$)	→ (A- If GPA=3.51-3.85), (B+ If GPA=3.16-3.50)
First Class with Distinction ($\geq 70\%$)	→ (A+ If GPA ≥ 4.16), (A If GPA=3.86-4.15)

7. Passing a Semester

To pass any semester of the year the student should fill the following condition:

- I. Should obtain Grade Point Average of 2.
- II. Should not obtain more than one 'F' in a year including external and internal grades taken together.
- III. Should not obtain 'D' in more than four courses, provided he/she does not get 'F' in any course in the year including external and internal grades taken together. ("+" and "-" of "D" will be treated as "D").
- IV. Should not obtain 'D' in more than two courses if he/she obtains 'F' in one course in the year including external and internal grades taken together. ("+" and "-" of "D" will be treated as "D").

If a student fails in a semester he/she will have to re-appear for all those courses of that semester where the grades are less than C only in the internal examinations and he/she should cover-up the short fall by appearing in internal examinations. For this the student will have to fill-up the examination form for that semester and pay the fees for the exams.

Year-wise Promotion

Passing Criteria for 1st year of MBA in Supply Chain Management:

1. Minimum G.P.A. required: 2.00
2. Should not obtain more than one 'F' in any course.
3. Should not obtain more than four 'D' without 'F'
4. Should not obtain more than two 'D' with 'F'
5. There should be no 'I' (Incomplete) in any of the course.

Award of Degree

Passing Criteria for 2nd year of MBA in Supply Chain Management:

1. Minimum G.P.A. required: 2.00
2. Should not obtain more than one 'F' in any course
3. Should not obtain more than three D without F
4. Should not obtain more than two D with F
5. There should be no 'I' (Incomplete) in any of the courses

Examination Pattern:

There are two semesters in each year duration 15 weeks of teaching. There will be two exams in each semester:

1. Mid Semester Exam
2. End Semester / Uni. Exam

Details of each exam:

MID SEM EXAM	INTERNAL EVALUATION	END SEM EXAM
a. Duration of the exam: 2hrs b. Total marks evaluated: Out of 50 c. Marks carried forward to final result : Out of 30	Internal Evaluation is done on class-room presentation, Quiz, class test, attendance etc., Total internal evaluation carried forward to final result : Out of 30	a. Duration of the exam : 3 hrs b. Total marks evaluated : out of 70 c. Marks carried forward to final result : out of 40

Evaluation of Summer Internship Project (SIP):

Project work at the end of 1st year: Summer

Project. Duration: 8 – 10 weeks

Evaluation: Presentation and Viva-voce out of 50 marks (By a committee appointed by the university) and project report (By examiner/School) out of 50 marks.

Evaluation of Long Term Project (LTP):

Project Study (P.S.) on-site training / on job training in the Last and Fourth semester of the programme:

Duration: Starting of Fourth semester minimum 3 months (Max 4 months) consisting of work related to Supply Chain & allied industries understanding, analyzing, issues and working on a specific supply chain related project on site and preparation of report. (Data collection, field work, analysis, report writing etc.)

Evaluation: Presentation and Viva-voce out of 50 marks (By a committee appointed by the university) and project report (By examiner/School) out of 50 marks.