



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

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

Gujarat Technological University

Master of Business Administration



Handbook

Of

COMPREHENSIVE PROJECT (CP)

(Applicable from Academic Year 2019 - 20 onwards)



Contents

Sr. No.	Topic	Page No.
1	Introduction: Comprehensive Project (CP)	3
2	Objectives: Comprehensive Project (CP)	3
3	Guidelines regarding contents and flow of the project – What is to be done	4
4	Criteria for evaluation of CP	5
5	Frequently Asked Questions (FAQs) for CP	5-7
6	Annexure I: Parameters for Evaluation	8
7	Annexure II: Format for Report Submission	9-12
8	Annexure III: Formatting Specification	13
9	Annexure IV:: Role of Director, Faculty Members & Students	14
10	Annexure V: Format for External Examiner certificate	15



GUJARAT TECHNOLOGICAL UNIVERSITY, AHMEDABAD
MASTER OF BUSINESS ADMINISTRATION (MBA)

GUIDELINES FOR COMPREHENSIVE PROJECT (CP)

1. INTRODUCTION:

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

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

2. OBJECTIVES:

CP undertaken with an organization:

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

CP undertaken independently:

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



3. WHAT IS TO BE DONE?

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

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

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

4. CRITERIA FOR EVALUATION OF CP

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

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

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



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

5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students are allowed in one company/organization?	There is no limit on the number of students who can undertake the project in one organization.
3	How many students can work together?	The CP can be undertaken either individually or in a pair . In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
4	What should be the nature of the project?	The students should undertake a project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
5	What are the credits and marks of CP?	CP carries 4 credits and of 200 marks .
6	Is it compulsory for student to work under the guidance of Internal (Institute) faculty	Yes, it is compulsory for each institute to allocate internal faculty to each student. These internal faculty will act as an internal guide for CP.
7	What is the proportion of Internal and External marks in CP?	The proportion is 30:70 . Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140.
8	Is it compulsory for the institutes to organize internal VIVA at institute before University CP VIVA?	Yes, it is mandatory for all the institutes to organize internal CP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
9	Is it required to attach company Certificate in the project report?	For those students who have undertaken the CP in an organization, it is desirable to attach the company certificate in the project report. But it is compulsory to attach the Institute's certificate, certifying the genuineness of the work done by the student. For those students who have carried out the CP independently, it is compulsory to attach their Institute's certificate, certifying the genuineness of the work done by the student.
10	Is it required to attach institute certificate in	Yes, it is required for all the students to attach institute certificate in the project report. The institute certificate must



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



Annexure I

6. PARAMETERS FOR EVALUATION:

The marks will be awarded on the following aspects:

- i) Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).
- ii) Literature Review:** Published studies, review of similar studies, objectives, formulation of the problem, scope, and rationale of the study.
- iii) Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- iv) Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- v) Presentation of the report, format of the report, flow of the report, style, language, etc.**
- vi) Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.



Annexure II

7. FORMAT FOR REPORT SUBMISSION:

< **First Page/Title Page** >

COMPREHENSIVE Project Report

On

‘<**Title of Project**>’

At

<Name of Company / Organization> (If applicable)

Submitted to

Institute Code: 123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

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

Offered By

Gujarat Technological University

Ahmedabad

Prepared by:

<Name of Student>

< Enrolment No.>

MBA (Semester - IV)

Month & Year:

April 2019



< Second Page >

Date: __/__/____

Company / Organization Certificate <on Company's Letterhead >

To whomsoever it may concern

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

“
.....” at <Name of Company with location >.

<Third Page>

Student(s)'s Declaration

(On separate page)

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

Enrollment no.	Name	Signature

Place:

Date:



<Fourth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

<Fifth Page>

Date: __/__/____

Institute Certificate<on Institute's Letterhead>

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

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

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

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

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



< Sixth Page >

Date: __/__/____

External Examiner Report

PREFACE (SEPARATE PAGE)

ACKNOWLEDGEMENT (SEPARATE PAGE)

SUBJECT INDEX (SEPARATE PAGE)

FULL REPORT



Annexure III

8. FORMATTING SPECIFICATIONS FOR REPORTS:

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



Annexure IV

8. ROLE OF DIRECTOR, FACULTY MEMBERS & STUDENTS

ROLE OF DIRECTOR/ PRINCIPAL / HOD:

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

ROLE OF CP COORDINATOR / FACULTY GUIDE:

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

ROLE OF STUDENTS:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4549211

With effective
 from academic
 year 2018-19

1. Learning Outcome:

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

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

3. Course Contents:

Module No.	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction</p> <ul style="list-style-type: none"> • Introduction to Product Management • Role of a Product Manager <p>Competition & Product Strategy:</p> <ul style="list-style-type: none"> • Life Cycle Analysis • Managing Competition – Product Strategy is central (5 Forces Model & Strategy Options) <p>Extended Product life cycle:</p> <ul style="list-style-type: none"> • Concept, Seven Stages of PLC • Managerial Implications of PLC • Criticism of PLC • Operationalizing the PLC <p>Product Portfolio:</p> <ul style="list-style-type: none"> • Concept, Factors influencing Product Portfolio • Shell's Directional Policy Matrix <p>New Product Development:</p> <ul style="list-style-type: none"> • Brief overview of NPD Process • Usefulness of the Process Models 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4549211

With effective
 from academic
 year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4549211

With effective
 from academic
 year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4549211

With effective
 from academic
 year 2018-19

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Michael Baker & Susan Hart	Product Strategy and Management	Pearson	Latest Edition
2	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Strategic Brand Management	Pearson	2015 / 4 th
3	Kirti Dutta	Brand Management-Principles and Practices	Oxford University Press	Latest Edition
4	Tapan Panda	Product and Brand Management	Oxford University Press	2016 / 1 st
5	S. Ramesh Kumar	Managing Indian Brand, Marketing Concepts & Strategies	Vikas	Latest Edition
6	Donald R. Lehman and Russell S. Winer	Product Management	Tata McGraw Hill	Latest Edition
7	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition
8	Y.L.R. Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
9	Al Ries	The 22 Immutable Laws of Branding: How to Build a Product or Service into a World Class Brand	Harper	2002



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Product and Brand Management (PBM)
Subject Code: 4549211

With effective
from academic
year 2018-19

10	David A. Aaker	Managing Brand Equity	Free Press	1991
11	Harsh V Verma	Brand Management	Excel	2013 / 3 rd

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

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

1. International Journal of Product Management
2. Journal of Product and Brand Management
3. Indian Journal of Marketing
4. Journal of Brand Management
5. Brand Reporter
6. Product Management Today
7. The IUP Journal of Brand Management
8. <https://www.thedrum.com/location/india>
9. www.afaws.com



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Services Marketing (SM)
Subject Code: 4549221

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Basics of Services Marketing: <ul style="list-style-type: none"> • Basic concept of services • Broad categories of services • Distinctions between services and goods; Services Marketing Mix – 7 Ps Customer Behaviour in Service Encounter: <ul style="list-style-type: none"> • Pre-purchase Stage • Service-Encounter Stage • Post-Encounter Stage • Customer Expectations and Perceptions of Services – Zone of Tolerance • Customer driven services marketing • Segmenting Service markets • Principles of positioning services 	10	18
II	Services Marketing Mix: <ul style="list-style-type: none"> • Service as a Product <ul style="list-style-type: none"> ○ Core and Supplementary Elements ○ Branding Service Firms ○ Products and Experiences ○ New Service Development 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management

Subject Name: Services Marketing (SM)

Subject Code: 4549221

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Services Marketing (SM)
Subject Code: 4549221

With effective
 from academic
 year 2018-19

V	<p>Practical: The students are required to undertake the practical work related to services and relationship marketing from any of the below mentioned areas:</p> <ul style="list-style-type: none"> • Understand the current extended marketing mix of any service organization, identify the gaps in services and develop a new framework/plan/strategy of extended marketing mix for them. • A detailed study of any of the extended marketing mix element: viz: understanding the current strategy, identifying the gap and framing a new strategy for better outcome. • Study of the current blueprint of the service organization, identifying the gaps and developing a new service blueprint (This can be undertaken for those service organization that are in requirement of changing the blueprint). • Understanding the productivity trade-off of a service organization and developing new strategies to increase the productivity. • Conducting a small-scale research on finding the gaps in the service quality of the organization, analyze the data and suggest and find the managerial implications of the results. • Study the CRM of a large service organization. • Comparison of the loyalty programs of competing service organizations. • Students can use TOPSIS. • Any other area of interest of the student/s. 	---	(30 marks CEC)
---	---	-----	-------------------

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Marketing Management
Subject Name: Services Marketing (SM)
Subject Code: 4549221

With effective
from academic
year 2018-19

6. Reference Books:

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

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

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

1. Journal of Services Marketing
2. Services Marketing Quarterly
3. Services Marketing Journal (IUP)
4. Journal of Financial Services Marketing
5. Indian Journal of Marketing
6. <https://nptel.ac.in/courses/110105038/15>



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

With effective
from academic
year 2018-19

1. Learning Outcomes:

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	International Finance – Overview: <ul style="list-style-type: none"> • Globalization and Multinational firm, (Theory) • International Monetary System • Balance of payment (Theory) • Market for Foreign Exchange (Theory) • International Parity Relationship & Forecasting Foreign Exchange rate. (Theory & Numerical) 	10	17
II	Forward Exchange Arithmetic (Theory & Numerical): <ul style="list-style-type: none"> • Exchange Arithmetic • Forward Exchange contracts, Forward Exchange rate based on Cross rates • Interbank deals, Execution, cancellation, Extension of Forward contract 	10	18
III	International Financial Markets & Cash Management: <ul style="list-style-type: none"> • International Banking & Money market (Theory) 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> International Bond Market, LIBOR, (Theory) International Equity Market (ADR, GDR, EURO) Multinational Cash Management, (Theory) 		
IV	<p>International Contract & Procedure:</p> <ul style="list-style-type: none"> Letter of credit- Meaning & Mechanism Types of letter of Credit Operation of Letter of Credit <p>Managing Exposure:(Theory & Numerical)</p> <ul style="list-style-type: none"> Management of Economic Exposure Management of Transaction Exposure Management of Translation Exposure 	10	18
V	<p>Practical:</p> <ul style="list-style-type: none"> Forming of Hedging with real time data from currency Exchanges Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher 	---	(30 marks CEC)

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	P.G. Apte	International Financial Management	McGraw Hill	2017 / 7 th
2	Cheol S. Eun & Bruce G. Resnick	International Financial Management	McGraw Hill	2017 / 7 th
3	Jeff Madura	International Financial Management	Cengage	2015 / 12 th
4	Alan C. Shapiro	Multinational Financial Management	Wiley India	Latest
5	P. G. Apte	International Finance: A Business Perspective	McGraw Hill	2017 / 2 nd
6	V. Sharan	International Financial Management	PHI	2010 / 6 th



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Corporate Restructuring and Valuation (CRV)
Subject Code: 4549222

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Corporate Restructuring:</p> <ul style="list-style-type: none"> • Concept, Reasons for Restructuring, Barriers to Restructuring <p>Types of Corporate Restructuring:</p> <ul style="list-style-type: none"> • Expansion: <ul style="list-style-type: none"> ○ Amalgamation, Absorption, Asset acquisition / Mergers & Acquisitions <ul style="list-style-type: none"> • Concept, Classification of Mergers • Motives behind M & A • Reasons for failure • Reverse Merger • Recent Examples of M & A in India • Concept of Acquisition and types of Acquisitions ○ Joint venture <ul style="list-style-type: none"> • Types, benefits ○ Cross border expansion <ul style="list-style-type: none"> • Reasons, benefits 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Corporate Restructuring and Valuation (CRV)
Subject Code: 4549222

With effective
 from academic
 year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Corporate Restructuring and Valuation (CRV)
Subject Code: 4549222

With effective
 from academic
 year 2018-19

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

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Corporate Restructuring and Valuation (CRV)
Subject Code: 4549222

With effective
from academic
year 2018-19

B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Aswath Damodaran	Damodaran on Valuation	Wiley-India	Latest
2	Rajinder S. Aurora, Kavita Shetty, Sharad Kale	Mergers and Acquisitions	Oxford	2011
3	Prasad G. Godbole	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	2009
4	Prasanna Chandra	Corporate Valuation: A Guide for Analysts - Managers and Investors	McGraw Hill	2014
5	Patrick A. Gaughan	Mergers, Acquisitions and Corporate Restructurings	Wiley	2019 / 7 th
6	Prasanna Chandra	Corporate Valuation and Value Creation	McGraw Hill	2011
7	Bhagaban Das, Debdas Raskhit, Sathya Swaroop Debasish	Corporate Restructuring	Himalaya Publishing House	2009
8	M. Y. Khan and P. K. Jain	Financial Management	McGraw Hill	2018 / 8 th
9	Pradip Kumar Sinha	Mergers, Acquisitions and Corporate Restructuring	Himalaya	2016
10	Prasanna Chandra	Financial Management: Theory and Practice	McGraw Hill	Latest

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Finance Management
Subject Name: Corporate Restructuring and Valuation (CRV)
Subject Code: 4549222

With effective
from academic
year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Performance Management (PM)
Subject Code: 4549231

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Discuss</i> the importance of performance management, organizational strategic planning and succession planning using KRAs. • <i>Explore</i> and identify ways to utilize the personal self as an instrument in the performance management process.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Design</i> specific Performance appraisal system tailor made for the organisation.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Analyse</i> the problems and difficulties encountered in appraisal methods followed in MNC and in Indian contexts.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Evaluate</i> the performance of employees and validation of scores ethically.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Explain</i> how to best implement a performance management system.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Execute</i> the entire performance management model with the help of team members. • <i>Explain</i> the benefits of reward systems for team performance management.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Performance Management: <ul style="list-style-type: none"> • Aims, Characteristics • Developments in Performance Management • Concerns • Understanding PM • Performance Appraisal and Performance Management <ul style="list-style-type: none"> ○ PM and MBO ○ 7 rules of excellence ○ 7 sins of HR professionals 	10	17
II	Process of Performance Management: <ul style="list-style-type: none"> • Performance Management cycle • PM Sequence, Working of PM • Performance Management Activities • PM in action – feedback management in PM • Performance Counselling <ul style="list-style-type: none"> ○ Objectives; Process; ○ Conditions for Effective Performance Counselling and Planning ○ Performance Managing, 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Performance Management (PM)
Subject Code: 4549231

With effective
 from academic
 year 2018-19

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

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Performance Management (PM)
Subject Code: 4549231

With effective
from academic
year 2018-19

6. Reference Books:

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

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4549232

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to HRD: <ul style="list-style-type: none"> Definition Relationship between HRM & HRD Functions of HRD HRD Climate Roles & Competencies of HRD professional Aligning HRD with corporate strategy The evolution of the HRD theory Shift from training to Learning 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4549232

With effective
 from academic
 year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4549232

With effective
 from academic
 year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4549232

With effective
 from academic
 year 2018-19

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Jon M. Werner, Randy L. DeSimone	Human Resource Development	Cengage Learning	2016 / 6 th
2	David Mankin	Human Resource Development	Oxford	2019
3	Ekta Sharma	Strategic Human Resource Management and Development	Pearson	2019 / 1 st
4	Udai Pareek	Designing and Managing Human Resource Systems	Oxford & IBH	2017 / 3 rd
5	Anindya Basu Roy, Sumati Ray	Competency Based Human Resource Management	Sage	2019 / 1 st
6	P. L. Rao	Enriching Human Capital Through Training and Development	Excel	Latest Edition
7	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
8	Raymond Noe	Employee Training & Development	McGraw Hill	2019 / 8 th
9	Uday Kumar Haldar	Human Resource Development	Oxford	2009
10	V.D. Dudheja	Human Resource Management & Development in the new millennium	Neha	2000



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Functional Area Specialization: Human Resource Management
Subject Name: Human Resource Planning & Development (HRPD)
Subject Code: 4549232

With effective
from academic
year 2018-19

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4549286

With effective
from academic
year 2018-19

1. Learning Outcomes:

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

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behaviour Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	10	18
II	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	10	18
III	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centers, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	10	17
IV	The Process Part of Management Control: - Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Subject Class: Functional Elective

Subject Name: Management Control System (MCS)

Subject Code: 4549286

With effective
from academic
year 2018-19

V	<p>Practical: Application of MCS in the following:</p> <p>a. Service organization b. Non-profit organization c. Projects d. Defining control variables and check point forevent management.</p>	---	(30 marks CEC)
---	--	-----	-------------------

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Robert Anthony and Vijay Govindarajan	Management Control Systems	Tata McGraw Hill	Latest
2	Pradip Kumar Sinha	Management Control Systems	Excel	Latest
3	N. Ghosh	Management Control Systems	PHI	Latest
4	Joseph A. Maciariello and Calvi J. Kirby	Management Control Systems	PHI	Latest
5	Ravindhra Vadapalii	Management Control Systems	Excel	Latest

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

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

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Evaluate</i> the role of banking, use of internet banking and mobile banking in an emerging economy. • <i>Analyse</i> the mechanism of digital financial services and its importance in business.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Evaluate</i> problems of non-performing businesses and suggest measures of recovery of loans.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Compare</i> the Indian banking standards with other countries.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Categorize</i> do's and don'ts of digital financial services for safety and security of funds.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Develop</i> written and verbal client-focused communication styles and strategies.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Prepare</i> accurate and relevant financial plans manually and electronically.

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

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Retail Banking, Wholesale Banking, International Banking and Internet Banking:</p> <ul style="list-style-type: none"> • Retail Banking: <ul style="list-style-type: none"> ○ Concept of retail banking, retail products and services, drivers of retail business in India, Opportunities of retail banking in India. • Wholesale Banking: <ul style="list-style-type: none"> ○ Concept of wholesale banking, products and services. • International Banking: <ul style="list-style-type: none"> ○ Introduction, Needs of Exporters and importers, Remittance services. ADR & GDR, Participatory Notes. Internet Banking: Need, Advantages, Security, Difference between Corporate & Retail Internet Banking. • Banker Customer Relationship: <ul style="list-style-type: none"> ○ Debtor – Creditor relationship, Bank as a trustee, bailee-bailor, agent-principal, lessor-lessee. Anti-Money Laundering: Concept, Stages, Objectives. Know-Your Customer: key elements, KYC Verification for individuals, companies, partnership firms, trusts and foundations. • Deposit Products and Services: 	10	18



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

With effective
from academic
year 2018-19

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Subject Class: Sectoral Elective

Subject Name: Banking

Subject Code: 4549292

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> Case studies on Business Failures resulting in Non-Performing Assets and Loan Defaults. Live Projects on Creating Awareness of Digital Products (Digital Literacy) in Rural and Semi-Urban Areas. Orientation of banking functions with software application. 		
--	---	--	--

4. Pedagogy:

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

5. Evaluation:

Students shall be evaluated on the following components:

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

6. Reference Books:

No.	Author/Organization	Name of the Book	Publisher	Year of Publication / Edition
1	Vijayaragavan Iyengar	Introduction to Banking	Excel	2007
2	Indian Institute of Banking & Finance (IIBF)	Principles and Practices of Banking	MACMILLAN	2015
3	K C Shekhar & Lekshmy Shekhar	Banking Theory & Practice	Vikas Publishing	2013
4	Naboshree Bhattacharya & Sandeep Kaur	Banking Law & Operations	Vikas Publishing	2015
5	R Muraleedharan	Modern Banking: Theory & Practice	PHI	2014

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

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

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