



# 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**

**PROGRAMME STRUCTURE**

|            |                                  |   |  |
|------------|----------------------------------|---|--|
| <b>(A)</b> | <b>Duration of the programme</b> | : | Two years full time programmes   |
| <b>(B)</b> | <b>No. of semesters</b>          | : | Two semester each in the 1 <sup>st</sup> and 2 <sup>nd</sup> year for the fulltime MBA program,  |
| <b>(C)</b> | <b>Duration of one semester</b>  | : | 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)   |
| <b>(D)</b> | <b>Credit requirements</b>       | : | A total of 108 credit hours (one credit hour is equal to 10 hours of classroom teaching)   |
| <b>(E)</b> | <b>Summer project duration</b>   | : | A total of 8 credit hours (one credit hour is equal to 10 hours of classroom teaching)   |
| <b>(F)</b> | <b>Validity of registration</b>  | : | 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 Department/ School, which may be granted at the discretion of the university.           |
| <b>(G)</b> | <b>Students who drop out</b>     | : | 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 Department/ School.  |
| <b>(H)</b> | <b>Attendance</b>                | : | For completing the programme, Attendance in 75% of the total sessions is compulsory for all semesters.<br>The HoD of the Department 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. |
| <b>(I)</b> | <b>Annual calendar</b>           | : | 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.   |
| <b>(J)</b> | <b>Intake</b>                    | : | 60 Seats   |
| <b>(K)</b> | <b>Fees</b>                      | : | 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 |
|---|---|-----------|-------------------|
| <b>First Semester (Common for All Specializations)</b>  |   |           |                   |
| 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                |
|   |   | <b>32</b> | <b>320</b>        |
| <b>Second Semester (Common for All Specializations)</b> |   |           |                   |
| 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                |
|   |   | <b>32</b> | <b>320</b>        |
| <b>Third Semester (Common for All Specializations)</b>  |   |           |                   |
| <b>SIP</b>  | <b>Summer Internship Placement 6 to 8 Weeks</b>             | <b>8</b>  | <b>80</b>         |
| SC301   | Business Law (BL)   | 4         | 40                |
| SC302   | Organizational Structure and Dynamics (OSD)                 | 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                |
|   |   | <b>32</b> | <b>320</b>        |
|   |   |           |                   |
|   |   |           |                   |
|   |   |           |                   |

## Gujarat University- Ahmedabad, MBA Programme

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| Course code  | Name of Subject   | Credit    | No. of Class Hour |
|--|---|-----------|-------------------|
| <b>Fourth Semester (For Financial Management)</b>      |   |           |                   |
| 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                |
|  |   | <b>32</b> | <b>320</b>        |
| <b>Fourth Semester (For Human Resource Management)</b> |   |           |                   |
| 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                |
|  |   | <b>32</b> | <b>320</b>        |
| <b>Fourth Semester (For Marketing Management)</b>      |   |           |                   |
| 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                |
|  |   | <b>32</b> | <b>320</b>        |

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

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

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>FC101 - Economics for Managers (EFM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• It further aims at enhancing the understanding capabilities of students about macro –economic principles and decision making by business and government</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

|            |                                     |   |           |          |
|------------|-------------------------------------|---|-----------|----------|
|            | <b>The costs of production.</b>     | <ul style="list-style-type: none"> <li>• Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit</li> <li>• 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.</li> <li>• Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale.</li> </ul>                             |           |          |
| <b>II</b>  | <b>Firms in competitive markets</b> | <ul style="list-style-type: none"> <li>• What is a competitive market?</li> <li>• Profit maximization and the competitive firm's supply curve</li> <li>• The supply curve in a competitive market?</li> </ul> <p><b>Case:</b> Near empty restaurants and off-season miniature golf.</p>   | <b>20</b> | <b>8</b> |
|            | <b>Monopoly</b>                     | <ul style="list-style-type: none"> <li>• Why monopolies arise.</li> <li>• How monopolies make production and pricing decisions.</li> <li>• The welfare cost of monopoly – deadweight loss, social cost.</li> <li>• Public policy towards monopolies.</li> <li>• Price discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts).</li> </ul> <p><b>Case:</b> The De Beers Diamond Monopoly.</p>  |           |          |
|            | <b>Oligopoly</b>                    | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• <b>Case:</b> OPEC and the World Oil Prices</li> </ul> |           |          |
| <b>III</b> | <b>Oligopoly – contd.</b>           | <ul style="list-style-type: none"> <li>• Public policy towards oligopolies –restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying.</li> <li>• <b>Case:</b> An Illegal Phone Call</li> </ul>  | <b>20</b> | <b>8</b> |

## Gujarat University- Ahmedabad, MBA Programme

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|-----------|--|---|-----------|----------|
|           | <b>Monopolistic competition</b>                        | <ul style="list-style-type: none"> <li>• 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</li> <li>• Advertising – the debate over advertising, advertising as a signal of quality, brand names.</li> <li>• <b>Case:</b> Advertising and the price of eyeglasses.</li> </ul>   |           |          |
|           | <b>The theory of consumer choice</b>                   | <ul style="list-style-type: none"> <li>• The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves</li> <li>• 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</li> </ul> |           |          |
|           | <b>Measuring a nation’s income</b>                     | <ul style="list-style-type: none"> <li>• The economy’s income and expenditure.</li> <li>• The measurement of GDP.</li> <li>• The components of GDP; Real v/s nominal GDP.</li> <li>• GDP and economic wellbeing.</li> <li>• <b>Case:</b> International difficulties in GDP and Quality of life.</li> </ul>  |           |          |
|           | <b>Measuring the cost of living</b>                    | <ul style="list-style-type: none"> <li>• The consumer price index.</li> <li>• Correcting economic variables for the effects of inflation, Impact of Inflation on various sections of society- producers and consumers.</li> </ul>   |           |          |
| <b>IV</b> | <b>Production and growth</b>                           | <ul style="list-style-type: none"> <li>• Economic growth around the world; The role and determinants of productivity</li> <li>• Economic growth and public policy.</li> <li>• The importance of long-run growth.</li> </ul>   | <b>20</b> | <b>8</b> |
|           | <b>Saving, investment and the financial system</b>     | <ul style="list-style-type: none"> <li>• Financial institutions in the US economy.</li> <li>• Saving and investment in the National Income Accounts.</li> <li>• The market for Loanable funds, Supply and Demand for Loanable Funds.</li> </ul>   |           |          |
|           | <b>The monetary system, Money growth and inflation</b> | <ul style="list-style-type: none"> <li>• The meaning of money.</li> <li>• Functions and Kinds of Money,</li> <li>• The classical theory of inflation.</li> <li>• The Cost of inflation.</li> </ul>  |           |          |



## Gujarat University- Ahmedabad, MBA Programme

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|----------|--|--|-----------|----------|
|          | <b>Open-economy macroeconomics – Basic concepts</b>                    | <ul style="list-style-type: none"> <li>• 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.</li> <li>• The prices for international transactions (real and nominal exchange rates). A first theory of exchange-rate determination (purchasing power parity).</li> </ul>   |           |          |
| <b>V</b> | <b>Aggregate demand and aggregate supply</b>                           | <ul style="list-style-type: none"> <li>• Three key facts about economic fluctuations.</li> <li>• Explaining short-run economic fluctuation.</li> <li>• The aggregate demand curves.</li> <li>• The aggregate supply curves.</li> <li>• Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply).</li> </ul>  | <b>20</b> | <b>8</b> |
|          | <b>The influence of monetary and fiscal policy on aggregate demand</b> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> |           |          |
|          | <b>The short-run trade-off between inflation and unemployment</b>      | <ul style="list-style-type: none"> <li>• The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve.</li> <li>• Shifts in the Phillips Curve – the role of expectations.</li> <li>• Shifts in the Phillips Curve – the role of supply shocks.</li> <li>• The cost of reducing inflation – the sacrifice ration, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era.</li> </ul>   |           |          |
|          | <b>Five debates about macroeconomic policy (pros and cons)</b>         | <ul style="list-style-type: none"> <li>• Should monetary and fiscal policymakers try to stabilize the economy?</li> <li>• Should monetary policy be made by rule rather than by discretion?</li> <li>• Should the Central Bank aim for zero inflation?</li> </ul>  |           |          |

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

## Gujarat University- Ahmedabad, MBA Programme

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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,<br>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 |

|  |   |
|--|---|
| <b>List of Journals/Periodicals/ Magazines/<br/>Newspapers etc</b> | Economist, Economic and Political Weekly, Economic Times, Business Standard, etc. |
|--|---|

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC103 - Accounting for Managers (AFM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

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

**Text Books:**

| <b>Author/s</b>                 | <b>Name of Book</b>  | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|---------------------------------|--|------------------|--|
| 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:**

| <b>Author/s</b> | <b>Name of Book</b>                         | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|-----------------|---|------------------|--|
| 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                         |



## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC104 –Organization Behavior (OB)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To sensitize students with the Human side of the organization, present Organizational Behavior as one of the approaches towards Organizational Effectiveness.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Contents:

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

## Gujarat University- Ahmedabad, MBA Programme

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

## Gujarat University- Ahmedabad, MBA Programme

|  |  |                      |                |
|--|--|----------------------|----------------|
| PG Aquinas   | Organizational Behaviour               | Excel Books          | Latest Edition |
| Debra L. Nelson<br>& James C. Quick                  | Organizational Behaviour               | Ceenage Learning     | Latest Edition |
| Mirza Saiyadain,<br>J. S. Sodhi and Rama J.<br>Joshi | Case in Organization Behaviour and HRM | Tata Mcgraw- Hill    | Latest Edition |
| Robert Kreitner and<br>Angelo Kinicki                | Organizational Behaviour               | Tata Mcgraw- Hill    | Latest Edition |
| S. S. Khanka,  | Organizational Behaviour               | Vikas<br>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<br>Sharma                          | Organizational Behavior                | McGraw-Hill          | Latest Edition |
| Stephan Robbins                                      | Organizational Behavior                | Pearson<br>Education | Latest Edition |

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

**Course Contents:**

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC106 –Management Information System (MIS)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To enable students to understand the latest technology available in the Information Technology sector (both hardware &amp; software),</li> <li>• Their comparative advantages &amp; 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |



## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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

**Text Books**

| <b>Author/s</b> | <b>Name of the Book</b>                  | <b>Publisher</b>            | <b>Edition and Year of Publication</b> |
|-----------------|--|-----------------------------|--|
| 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**

| <b>Author/s</b>                           | <b>Name of the Book</b>                           | <b>Publisher</b>                   | <b>Edition and Year of Publication</b> |
|---|---|------------------------------------|--|
| 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. Panton                   | The Essence of Effective Communication            | Prentice Hall of India, New Delhi, | Latest Edition                         |
| Monipally, 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                         |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC108 – Learning Ethics, Ethos and Values from Leaders (LEE&amp;VFM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

**Text Books**

| <b>Author/s</b>   | <b>Name of the Book</b>                            | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|-------------------|--|------------------|--|
| 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**

| <b>Author/s</b>                 | <b>Name of the Book</b>   | <b>Publisher</b>     | <b>Edition and Year of Publication</b> |
|---------------------------------|---|----------------------|--|
| 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

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

### Course Contents:

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

**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                  |

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC202 - Production and Operations Management (P&amp;OM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• Understand the role of the operations management (OM) function in the functioning of an organization.</li> <li>• Offer abroad survey of the concepts and tools used in operations management.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

**Course Content:**

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

**Text Books**

| Author/s   | Name of the Book      | Publisher         | Edition and Year of Publication |
|--|-----------------------|-------------------|---------------------------------|
| William J Stevnsos                               | 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                  |



|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC203 – Cost and Management Accounting (C&amp;MA)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• The course intends to equip students with the ability to apply cost concepts in managerial decision making.</li> <li>• 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.</li> <li>• The course covers the nature of managerial accounting; activity costing; marginal costing; standard costing, etc.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

### Text Books

| Author/s  | Name of the Book       | Publisher                                    | Edition and Year of Publication |
|---|------------------------|--|---------------------------------|
| Charles T. Hongren,<br>S. M. Datar, and others            | Cost Accounting        | (Pearson)<br>(13 <sup>th</sup> Edition) (CT) | Latest Edition                  |
| S. K. Bhattacharya and<br>John Dearden Sounder<br>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<br>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<br>and Control         | Thomson<br>Publishers.     | Latest Edition                  |
| Pandikumar                             | Management Accounting                                 | Excel Books                | Latest Edition                  |
| Robert Hilton, G<br>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;<br>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<br>University Press | Latest Edition                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>FC204 - Fundamentals of Financial Management (FOFM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• The objective of this course is to equip the students with conceptual understanding of finance and its practical application.</li> <li>• 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.</li> <li>• 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.</li> <li>• Students are expected to solve a large number of numerical and other assignments which would be the preparatory requirements of this course.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Contents:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>FC205 – Marketing Management (MM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations.</li> <li>• This course is intended to be a foundation course for those who plan to do further work in marketing in the second year.</li> <li>• It is also designed to serve as a terminal course for those not intending to specialize in marketing.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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     | Ceangage Learning                 | Latest Edition                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>FC206 – Strategic Management (SM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• The objective of the course is to help students understand the strategic management process of the organizations.</li> <li>• 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.</li> <li>• An over view of various portfolio models and global strategic moves give a comprehensive understanding to the business management students.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Contents:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Reference Books

| <b>Author/s</b>  | <b>Name of the Book</b>   | <b>Publisher</b>           | <b>Edition and Year of Publication</b> |
|--|---|----------------------------|--|
| 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                         |



## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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,<br>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                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>FC208 – International Business Management (IBM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• This unit is designed to provide this broad &amp; 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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 |
|---------------------|---|---------------------------|---------------------------------|
| Ajamiet.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                  |

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Contents:

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

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Books

| Author/s    | Name of the Book      | Publisher | Edition and Year of Publication |
|-------------|-----------------------|-----------|---------------------------------|
| S S Gulshan | <b>Mercantile Law</b> |           | 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                    | <b>Sultan Chand &amp; Sons (P) Ltd.</b> | Latest Edition                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>SC302 – Organizational Structure and Dynamics</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <p>This course is designed to allow the students to familiarize with basic management and organization theories.</p> <p>It also aims at helping students see the application of these theories to contemporary situations.</p> <p>By the end of the course, students would have a good understanding of:</p> <ol style="list-style-type: none"> <li>1) How to manage organization’s functions and other activities in the dynamic world.</li> <li>2) How and why organizations are structured differently and their implications.</li> <li>3) How managers can adapt to environmental changes.</li> <li>4) Various managerial skills</li> </ol> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content

| Module | Description                             | Content   | Weightage | Sessions |
|--------|---|---|-----------|----------|
| I      | Introduction                            | <ul style="list-style-type: none"> <li>• Introduction to management and evolution of Management thought,</li> <li>• Managing and Managers</li> <li>• Evolution of Management Theory ,</li> <li>• Organizations &amp; Environment,</li> <li>• Decision Making Process</li> </ul> | <b>20</b> | <b>8</b> |
| II     | Planning & Strategic Management         | <ul style="list-style-type: none"> <li>• Planning &amp; Strategic Management,</li> <li>• Strategy Implementation,</li> <li>• Social Responsibility &amp; Ethics</li> <li>• Globalization &amp; Management,</li> <li>• Inventing &amp; Reinventing Organizations</li> </ul>      | <b>20</b> | <b>8</b> |
| III    | Organizational Effectiveness            | <ul style="list-style-type: none"> <li>• Organizational Effectiveness,</li> <li>• Dimensions of Organization Structure,</li> <li>• Strategy, Organization Size,</li> <li>• Technology, Power - Control</li> </ul>   | <b>20</b> | <b>8</b> |
| IV     | Organizational Design & Evolution, etc. | <ul style="list-style-type: none"> <li>• Organizational Design Options,</li> <li>• Environment managing,</li> <li>• Organizational Evolution</li> </ul>   | <b>20</b> | <b>8</b> |
| V      | Effective Control & OMIS                | <ul style="list-style-type: none"> <li>• Effective Control,</li> <li>• Operations Management Information System</li> </ul>  | <b>20</b> | <b>8</b> |

### Text Books



## Gujarat University- Ahmedabad, MBA Programme

| <b>Author/s</b>   | <b>Name of the Book</b>   | <b>Publisher</b>           | <b>Edition and Year of Publication</b> |
|---|---|----------------------------|--|
| James Stoner,<br>Edward Freeman,<br>Deniel Gilbert Jr., | <b>'Management'</b>   | Prentice Hall<br>of India, | Latest Edition                         |
| Stephen P.<br>Robbins and Mary<br>Mathew                | <b>'Organization Theory – Structure, Design<br/>and Applications'</b> | Prentice Hall of<br>India  | Latest Edition                         |

### Reference Books

| <b>Author/s</b>    | <b>Name of the Book</b>                   | <b>Publisher</b>          | <b>Edition and Year of Publication</b> |
|--------------------|---|---------------------------|--|
| Koontz and Wehrich | Essentials of Management',                | Tata McGraw Hill          | Latest Edition                         |
| Richard L. Daft    | <b>'Organization Theory &amp; Design'</b> | Thompson<br>South-Western | Latest Edition                         |

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Book

| Author                                 | Name of the book                                | Publisher       | Edition        |
|--|---|-----------------|----------------|
| Sunil Chopra, Peter Meindl             | Supply Chain Management:                        | <b>Pearson</b>  | Latest Edition |
| Mohanty R.P Deshmukh S. G. (Biztantra) | Supply Chain Management: Theories and Practices | Dreamtech Press | Latest Edition |

### 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 |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>SC305 - Business Research Methodology (BRM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

|           |  |  |           |          |
|-----------|--|--|-----------|----------|
| <b>IV</b> | <b>Methods of Data Collection</b>                  | <ul style="list-style-type: none"> <li>• Methods of collecting primary data.                             <ul style="list-style-type: none"> <li>▪ Observation, Schedule, Interview, Questionnaire</li> <li>▪ Difference between Questionnaire and schedule.</li> </ul> </li> <li>• Methods of collecting secondary data<br/>Books, Journal, Existing data Sources</li> <li>• Case study</li> </ul>   | <b>20</b> | <b>8</b> |
| <b>V</b>  | <b>Analysis, Interpretation and report writing</b> | <ul style="list-style-type: none"> <li>• Data preparation and preliminary Analysis.<br/>Processing and Analysis                             <ul style="list-style-type: none"> <li>▪ Editing, Coding, Classification, Tabulation</li> </ul> </li> <li>• Problems in Processing</li> <li>• Why Interpretation</li> <li>• Significance of report writing</li> <li>• Steps in report writing</li> <li>• Layout of business research report</li> <li>• Mechanics of report writing</li> <li>• Precautions for report writing</li> <li>• C Parametric and Nonparametric Methods</li> <li>• Correlation and regression analysis</li> <li>• One - Sample Hypothesis Tests, Two- Sample Hypothesis Tests (theory)</li> </ul> | <b>20</b> | <b>8</b> |

### Text Book

| <b>Author</b>                            | <b>Name of the book</b>   | <b>Publisher</b>                          | <b>Edition &amp; Year of Publication</b> |
|--|---------------------------|---|--|
| 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

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

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>SC306 - Corporate Social &amp; Environmental Responsibility (CS&amp;ER)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• Today, CSR has attracted public attention &amp; has received global resonance as the risks associated with business growth are continuously increasing.</li> <li>• 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.</li> <li>• 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 &amp; makes them realize sustainable value in terms of human, social, environmental and economic capital.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Book

| <b>Author</b>         | <b>Name of the book</b>         | <b>Publisher</b>   | <b>Edition &amp; Year of Publication</b> |
|-----------------------|---------------------------------|--------------------|--|
| Erech Bharucha        | Environmental Studies           | Universities Press | Latest Edition                           |
| Madhumeeta Chatterjee | Corporate Social Responsibility | Oxford             | Latest Edition                           |

### Reference Books

| <b>Author</b>                           | <b>Name of the book</b>                               | <b>Publisher</b>               | <b>Edition &amp; Year of Publication</b> |
|---|---|--------------------------------|--|
| 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                           |

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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



## Gujarat University- Ahmedabad, MBA Programme

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

### 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)**

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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### 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

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS402– Investment Analysis &amp; Portfolio Management (IA&amp;PM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Also to equip them with ability to carry out security valuations and creation &amp; monitoring of investment portfolios.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

**Text Books**

| <b>Author/s</b>               | <b>Name of the Book</b>                    | <b>Publisher</b>  | <b>Edition and Year of Publication</b> |
|-------------------------------|--|-------------------|--|
| 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**

| <b>Author/s</b>               | <b>Name of the Book</b>             | <b>Publisher</b>       | <b>Edition and Year of Publication</b> |
|-------------------------------|-------------------------------------|------------------------|--|
| 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, Jordan Ronald | Security analysis and Portfolio mgt | Prantice hall of india | 6th Edition                            |

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

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Books

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

### Reference Books

| <b>Author/s</b>           | <b>Name of the Book</b>             | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|---------------------------|-------------------------------------|------------------|--|
| 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                         |



## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS404 – Strategic Financial Management (SFM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• The course intends to equip students with the ability to apply cost concepts in decision making.</li> <li>• 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.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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|--|--|--|--|--|
|  |  | <ul style="list-style-type: none"><li>• Backflush Costing- Principle of Backflushing Special considerations in Backflush Costing</li></ul> |  |  |
|--|--|--|--|--|

### 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                   |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS405 – Banking &amp; Insurance Management (B&amp;IM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• To provide the understanding of retail banking, international banking, life &amp; non-life insurance and other related issues pertain to the finance sector.</li> <li>• The fastest-growing banks &amp; insurance companies in the industry – the new private sector &amp; foreign banks – are uncompromising in their need for all these attributes in the people they employ.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                          |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS406 – International Finance Management (IFM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• To provide the better understanding about export &amp; import procedures and financing.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

|  |  |  |  |  |
|--|--|--|--|--|
|  |  | Shipment Finance, Project Exports & Investments Abroad <ul style="list-style-type: none"> <li>• Export-Import Bank of India</li> <li>• Export Credit Insurance, Financing Imports</li> </ul> |  |  |
|--|--|--|--|--|

### 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 <sup>nd</sup> Edition         |

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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



**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)**

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS401 – Conflict Management and Negotiation (CNM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | To sensitize the students about how organizational processes can be improved through effective management of conflict and negotiation <ul style="list-style-type: none"> <li>• Develop basic behavioral science skills of the students in handling conflict and negotiation</li> <li>• Help Students understand and apply basic concepts and skills related to conflict management and negotiation</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

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

## Gujarat University- Ahmedabad, MBA Programme

|          |                              |   |           |          |
|----------|------------------------------|---|-----------|----------|
| <b>V</b> | <b>Effective Negotiation</b> | <ul style="list-style-type: none"> <li>Developing and Using Personal Negotiating Power , Post-Negotiating Evaluation</li> </ul> | <b>20</b> | <b>8</b> |
|----------|------------------------------|---|-----------|----------|

### Text Books

| <b>Author/s</b>                            | <b>Name of the Book</b>  | <b>Publisher</b>  | <b>Edition and Year of Publication</b> |
|--|--|-------------------|--|
| 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 Isenhart | Negotiation: Communication for Diverse Settings                              | Sage              | Latest Edition                         |

### Reference Books

| <b>Author/s</b>                            | <b>Name of the Book</b>   | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|--|---|------------------|--|
| 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 Isenhart | 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                         |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS402 – International Human Resource Management (IHRM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• This course presents a detailed coverage to the issues related to the International Human resource management.</li> <li>• This course is designed for the students who would be specializing in human resource management.</li> <li>• This course will help the students understand the dynamics of human resource management in the global context and manage people effectively</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

|           |                               |  |           |          |
|-----------|-------------------------------|--|-----------|----------|
|           | <b>Performance Management</b> | <ul style="list-style-type: none"> <li>• Factors Associated with Individual Performance &amp; Appraisal.</li> <li>• Criteria for Appraising International Employees.</li> </ul>  |           |          |
| <b>IV</b> | <b>Compensation</b>           | <ul style="list-style-type: none"> <li>• Objectives &amp; Approaches to International</li> </ul>   | <b>20</b> | <b>8</b> |
|           | <b>Repatriation</b>           | <ul style="list-style-type: none"> <li>• The Repatriation Process</li> </ul>   |           |          |
| <b>V</b>  |                               | <ul style="list-style-type: none"> <li>• Industrial relations, Key issues in international industrial relations.</li> <li>• The response of trade unions to multinationals.</li> <li>• International Labour Organization</li> <li>• Indian multinational companies Issues.</li> <li>• Challenges and Theoretical developments.</li> <li>• The future IHRM</li> </ul> | <b>20</b> | <b>8</b> |

### 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                  |

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS403 – Recruitment &amp; Selection (R&amp;S)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To help students understand the Recruitment and selection process thoroughly</li> <li>• This course will help the students to enhance their ability in human resource processes</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Books

| <b>Author/s</b>                    | <b>Name of the Book</b>  | <b>Publisher</b>       | <b>Edition and Year of Publication</b> |
|------------------------------------|--|------------------------|--|
| 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

| <b>Author/s</b>                               | <b>Name of the Book</b>  | <b>Publisher</b>       | <b>Edition and Year of Publication</b> |
|---|--|------------------------|--|
| 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                         |



## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS404 – Compensation Management (CM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To familiarize the students with the issues in compensation management in knowledge based and globalized economy.</li> <li>• To sensitize the students on the regulatory and compliance front with respect to some major Labour laws as applicable to corporate world.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Books

| <b>Authors</b>            | <b>Name of the Books</b>   | <b>Publisher</b>      | <b>Edition &amp; Year of Publication</b> |
|---------------------------|--|-----------------------|--|
| 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                           |
|                           | Labour Laws  | Taxmann's (Bare Acts) | Latest Edition                           |

### Reference Books

| <b>Authors</b>       | <b>Name of the Books</b> | <b>Publisher</b> | <b>Edition &amp; Year of Publication</b> |
|----------------------|--------------------------|------------------|--|
| Milkovich and Others | Compensation             | Tata McGraw Hill | Latest Edition                           |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS405 – Performance Management (PM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To orient the students with the concepts related to performance appraisal.</li> <li>• To facilitate learning related to performance management for employees.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

|           |                      |   |           |          |
|-----------|----------------------|---|-----------|----------|
| <b>IV</b> | <b>Legal Issues</b>  | <ul style="list-style-type: none"> <li>Legal issues in Performance Management</li> </ul>          | <b>20</b> | <b>8</b> |
| <b>V</b>  | <b>Recent Trends</b> | <ul style="list-style-type: none"> <li>Recent Trends and Practices in India and Abroad</li> </ul> | <b>20</b> | <b>8</b> |

### 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                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS406 – Change Management &amp; Organizational Development (CM&amp;OD)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• The objective of the course is to understand the importance of change in organizations and the dynamics related to change management.</li> <li>• The study aims at building organizational development as a field of change that uses behavioral science knowledge to improve the functioning of organizations.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

**Text Books**

| <b>Author/s</b>                         | <b>Name of the Book</b>   | <b>Publisher</b>                | <b>Edition and Year of Publication</b> |
|---|---|---------------------------------|--|
| 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**

| <b>Author/s</b>  | <b>Name of the Book</b>                           | <b>Publisher</b>                | <b>Edition and Year of Publication</b> |
|------------------|---|---------------------------------|--|
| 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                         |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS407 – Strategic Human Resource Management (SHRM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>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</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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



## Gujarat University- Ahmedabad, MBA Programme

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS408 – Managing Industrial Relations &amp; Labor Legislations (MIR&amp;LL)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• The course content will help the students to comprehend the lawful perspectives.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

**Text Books**

| <b>Author/s</b>   | <b>Name of the Book</b>                                   | <b>Publisher</b>  | <b>Edition and Year of Publication</b> |
|---|---|-------------------|--|
| 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                         |

**Reference Books**

| <b>Author/s</b>    | <b>Name of the Book</b>    | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|--------------------|----------------------------|------------------|--|
| 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

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

|            |  |   |           |          |
|------------|--|---|-----------|----------|
|            |  | <ul style="list-style-type: none"> <li>• Problems of trade union.</li> <li>• Appointment of registrar, procedure for registration of a trade union.</li> <li>• Cancellation of registration, appeal.</li> <li>• Rights and Privileges of a registered TU.</li> <li>• Duties and liabilities, amalgamation.</li> <li>• Dissolution of TUs, offences and penalties, etc.</li> </ul> |           |          |
|            | <b>Industrial Employment Standing Order Act, 1946.</b>         | <ul style="list-style-type: none"> <li>• Introduction, Objectives, definitions,</li> <li>• Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders,</li> <li>• Certifying Officer, subsistence allowance.</li> <li>• Offences and penalties.</li> </ul>   |           |          |
| <b>III</b> | <b>Factories Act, 1948.</b>                                    | <ul style="list-style-type: none"> <li>• Objectives, definitions, Provisions regarding Health, safety, Welfare of workers.</li> <li>• Hazardous processes.</li> <li>• Working hours,</li> <li>• Restriction on employment of women and children.</li> <li>• Annual leave with wages, offences and penalties, case law, etc.</li> </ul>  | <b>20</b> | <b>8</b> |
|            | <b>Shops and Establishment Act, 1948</b>                       | <ul style="list-style-type: none"> <li>• Objectives, definitions, registration of establishments, health and safety.</li> <li>• Leave with pay.</li> <li>• Opening and closing hours, employment of children.</li> <li>• Young persons and women, offences and penalties, etc.</li> </ul>   |           |          |
|            | <b>Mines Act, 1952</b>   | <ul style="list-style-type: none"> <li>• Objectives, definitions, Provisions regarding</li> <li>• Health, safety, Welfare of workers, hazardous</li> <li>• Processes, working hours, restriction on employment of women and children, annual leave with wages.</li> <li>• Offences and penalties, case law, etc.</li> </ul>   |           |          |
|            | <b>Contract Labour (Regulation &amp; Abolition) Act, 1970.</b> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Objectives, definitions, Provisions regarding mining operations and management of mines, health,</li> </ul>              |           |          |

## Gujarat University- Ahmedabad, MBA Programme

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

**Text Books**

| <b>Author/s</b>    | <b>Name of the Book</b>                     | <b>Publisher</b>   | <b>Edition and Year of Publication</b> |
|--------------------|---|--------------------|--|
| C S Venkata Ratnam | Industrial Relations                        | Oxford publication | Latest Edition                         |
| P K Padhi          | Labour and Industrial Laws(For Labour Laws) | PHI Publication    | Latest Edition                         |

**Reference Books**

| <b>Author/s</b> | <b>Name of the Book</b>              | <b>Publisher</b>      | <b>Edition and Year of Publication</b> |
|-----------------|--------------------------------------|-----------------------|--|
| B D Singh       | Industrial Relations and Labour Laws | Excel Books           | Latest Edition                         |
| Mamoria         | Dynamics of Industrial Relations     | Himalaya Publication. | Latest Edition                         |



**MBA  
SYLLABUS  
FOR  
OPERATION MANAGEMENT**

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS401- Advanced Logistics Management (ALM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS402– Advanced Supply Chain Management (ASM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

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

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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



## Gujarat University- Ahmedabad, MBA Programme

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

**Text Books**

| <b>Author/s</b>                 | <b>Name of the Book</b>  | <b>Publisher</b>         | <b>Edition and Year of Publication</b> |
|---------------------------------|--|--------------------------|--|
| 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**

| <b>Author/s</b>   | <b>Name of the Book</b>                  | <b>Publisher</b>  | <b>Edition and Year of Publication</b> |
|---|--|-------------------|--|
| 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                         |

## Gujarat University- Ahmedabad, MBA Programme

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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

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

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

Gujarat University- Ahmedabad, MBA Programme

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

**Text Books**

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

**Reference Books**

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



## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS406 – Operation Research (OR)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### 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                  |

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

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

|           |                           |   |           |          |
|-----------|---------------------------|---|-----------|----------|
| <b>IV</b> | Operation and Maintenance | Operation and Maintenance of an ERP system. | <b>20</b> | <b>8</b> |
| <b>V</b>  | Case Studies              | Case Studies related to ERP System          | <b>20</b> | <b>8</b> |

### Text Books

| <b>Author/s</b> | <b>Name of the Book</b>      | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|-----------------|------------------------------|------------------|--|
| Alexis Leon     | Enterprise Resource Planning | TMH              | Latest Edition                         |

### Reference Books

| <b>Author/s</b>         | <b>Name of the Book</b>                  | <b>Publisher</b>           | <b>Edition and Year of Publication</b> |
|-------------------------|--|----------------------------|--|
| 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**

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS401 - Consumer Behaviour (CB)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To familiarize the students with the behavioral aspects of consumers.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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

### Text Books:

| <b>Author/s</b>     | <b>Name of the Book</b> | <b>Publisher</b>  | <b>Edition and Year of Publication</b> |
|---------------------|-------------------------|-------------------|--|
| Schiffman and Kanuk | Consumer Behaviour      | Pearson Education | Latest Edition                         |

### Reference Books:

| <b>Author/s</b>                  | <b>Name of the Book</b>  | <b>Publisher</b>  | <b>Edition and Year of Publication</b> |
|----------------------------------|--|-------------------|--|
| 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                         |

## Gujarat University- Ahmedabad, MBA Programme

|                      |  |
|----------------------|--|
| <b>Subject</b>       | <b>LS402 - Sales and Distribution Management (SDM)</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

| Module | Description   | Content   | Weightage | Sessions |
|--------|---|---|-----------|----------|
| I      | <b>Introduction to Sales &amp; Distribution Management:</b>     | <ul style="list-style-type: none"> <li>• Nature and scope of sales management,</li> <li>• Personal selling objectives,</li> <li>• Types of sales management positions,</li> <li>• Theories of personal selling, personal selling strategies,</li> <li>• Sales forecasting and budgeting decisions,</li> <li>• Emerging trends in selling, ethical leadership, case analysis.</li> </ul> | <b>20</b> | <b>8</b> |
| II     | <b>Personal Selling Process, Sales Territories &amp; Quotas</b> | <ul style="list-style-type: none"> <li>• Selling process, relationship selling,</li> <li>• Designing Sales Territories,</li> <li>• sales quotas and sales organization structures, case analysis</li> </ul>   | <b>20</b> | <b>8</b> |
| III    | <b>Sales Force Management</b>                                   | <ul style="list-style-type: none"> <li>• Recruitment and selection of salesforce,</li> <li>• Training, motivating and compensating the sales force,</li> <li>• controlling the sales force, caseanalysis</li> </ul>   | <b>20</b> | <b>8</b> |



## Gujarat University- Ahmedabad, MBA Programme

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| <b>IV</b> | <b>Distribution Management</b>                       | <ul style="list-style-type: none"> <li>• Introduction, need and scope of distribution management,</li> <li>• Marketing channels strategy,</li> <li>• Levels of channels, institutions for channels- retailing wholesaling,</li> <li>• Designing channel systems,</li> <li>• Channel management,</li> <li>• Case analysis.</li> </ul> | <b>20</b> | <b>8</b> |
| <b>V</b>  | <b>Market logistics and supply chain management:</b> | <ul style="list-style-type: none"> <li>• Definition &amp; scope of logistics,</li> <li>• Components of logistics,</li> <li>• Inventory &amp; warehouse management, transportation,</li> <li>• Channel information systems,</li> <li>• Distribution management in international markets, Case analysis.</li> </ul>                    | <b>20</b> | <b>8</b> |

### Text Books

| Authors   | Name of the Books                                | Publisher         | Edition & Year of Publication |
|---|--|-------------------|-------------------------------|
| Krishna K. Havaldar,<br>Vasant M. Cavale                      | Sales and Distribution Management                | Tata McGraw- Hill | Latest Edition                |
| Richard R. Still,<br>Edward W. Cundiff,<br>Norman A.P. Govoni | Sales Management : Decisions, Strategies & Cases | Pearson           | Latest Edition                |
| Johnson F.M.,<br>Kurtz D.L.,<br>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,<br>Geoffrey Lancaster   | Selling & Sales Management | Pearson          | Latest Edition                |
| Tanner, Honeycutt,<br>Erffmeyer       | Sales Management           | Pearson          | Latest Edition                |
| Mark W. Johnston,<br>Greg W. Marshall | Sales Force Management     | Tata McGraw-Hill | Latest Edition                |

## Gujarat University- Ahmedabad, MBA Programme

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|--|--|-----------------------|----------------|
| William L. Cron,<br>Thomas E. DeCarlo                          | Sales Management                           | Wiley                 | Latest Edition |
| Dr. S. L. Gupta  | Sales & Distribution Management            | Excel                 | Latest Edition |
| Panda Tapan K.,<br>Sahadev Sunil                               | Sales &<br>Distribution Management         | Oxford                | Latest Edition |
| Jackson, D.W. (Jr.);<br>Cunningham, W. H.<br>Cunninham, I.C.M. | Selling The Personal Force in<br>Marketing | John Willey &<br>Sons | Latest Edition |

## Gujarat University- Ahmedabad, MBA Programme

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| <b>Subject</b>       | <b>LS403 - International Marketing</b>   |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Moreover, it will enable the students to develop Global Marketing strategies.</li> <li>• It will also go into the role of the import – export documentation procedure</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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|----------|--------------------------------|--|-----------|----------|
| <b>V</b> | <b>Pricing and Negotiating</b> | <ul style="list-style-type: none"> <li>• Integrated Marketing Communications and International Advertising.</li> <li>• Personal Selling and Sales Management.</li> <li>• Pricing for International markets.</li> <li>• Negotiating with International Customers, Partners and Regulators.</li> </ul> | <b>20</b> | <b>8</b> |
|----------|--------------------------------|--|-----------|----------|

### Textbooks (Latest Edition):

| <b>Author/s</b>             | <b>Name of the Book</b>  | <b>Publisher</b>                         | <b>Edition and Year of Publication</b> |
|-----------------------------|--|--|--|
| 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

| <b>Author/s</b>                | <b>Name of the Book</b>                                     | <b>Publisher</b>                         | <b>Edition and Year of Publication</b> |
|--------------------------------|---|--|--|
| 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                         |

## Gujarat University- Ahmedabad, MBA Programme

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|----------------------|---|
| <b>Subject</b>       | <b>LS404 - Retail Marketing</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To familiarize the students with the concept of modern retailing and understand the significance of retailing in the current business environment.</li> <li>• To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth.</li> <li>• To understand the role of several support functions in enhancing the performance of the retail business.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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### ext Books:

| <b>Author/s</b>                   | <b>Title of the Book</b>           | <b>Publisher</b>           | <b>Edition and Year of Publication</b> |
|-----------------------------------|------------------------------------|----------------------------|--|
| 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:

| <b>Authors</b>                   | <b>Title of the Book</b>                | <b>Publisher</b>            | <b>Edition and Year of Publication</b> |
|----------------------------------|---|-----------------------------|--|
| 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                         |

## Gujarat University- Ahmedabad, MBA Programme

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|----------------------|---|
| <b>Subject</b>       | <b>LS405 - Rural Marketing</b>  |
| <b>Academic Year</b> | 2020-21 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• The course aims to acquaint and internalize students the concepts and applications of Direct Marketing as well as Rural Marketing.</li> <li>• The imminence of Marketing directly to the end users as well as the significance of marketing to rural masses has acquired a lot of significance in the recent past due to communications revolution and ever increasing purchasing power of rural masses across the world.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

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

## Gujarat University- Ahmedabad, MBA Programme

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



## Gujarat University- Ahmedabad, MBA Programme

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|-----------|--|--|-----------|----------|
|           | <b>Marketing of FMCGs</b>  | <ul style="list-style-type: none"> <li>• Need for Paradigm Shift in Strategic Perspective for Rural Markets</li> <li>• Rural Marketing Strategies</li> <li>• FMCGs: An Introduction</li> <li>• Characteristics of FMCG</li> </ul>  |           |          |
| <b>IV</b> | <b>Rural Marketing of Consumer Durables - Financial Services- Agricultural Products - Marketing of Agricultural Inputs And Agricultural Co-operative Marketing</b> | <ul style="list-style-type: none"> <li>• Consumer Durables: An Introduction</li> <li>• Marketing of Banking Services in Rural Markets</li> <li>• Evolution of Rural Banking after Independence</li> <li>• Key Reasons for Poor Performance of Banks in Nationalization Period</li> <li>• Challenges in Marketing of Banking Services in Rural Market</li> <li>• Opportunities for Banking in Rural Areas</li> <li>• Marketing Strategies for Banking Services</li> <li>• ICICI Bank: A Case Study of Rural Marketing of Banking Services</li> <li>• Indian Tractor Industry: A Brief Overview</li> <li>• Fertiliser Industry in India: An Introduction</li> <li>• Indian Agrochemical Market: An Introduction</li> <li>• Global Agrochemical Market: A Brief Overview</li> <li>• Marketing of Agricultural Produce</li> <li>• Agricultural Co-operative Marketing</li> </ul> | <b>20</b> | <b>8</b> |
| <b>V</b>  | <b>e-Rural Marketing - Corporate Sector in Agri-business - CSR – e-Governance</b>  | <ul style="list-style-type: none"> <li>• Marketing of Rural Artisan Products</li> <li>• e-Rural Marketing</li> <li>• Corporate Sector in Agri-business: Cultivation, Processing and Retailing</li> <li>• Organised Rural Retailing</li> <li>• Rural Market Mapping</li> <li>• Social Marketing: Corporate Social Responsibility in Rural Market</li> <li>• IT for Sustainable Rural Development</li> <li>• Advantages of IT as a Tool for Sustainable Development</li> <li>• e-Governance for Rural India</li> <li>• e-Governance: A Conceptual Background</li> </ul>  | <b>20</b> | <b>8</b> |

**Text Books:**

| <b>Author/s</b>                  | <b>Title of the Book</b>                 | <b>Publisher</b>                                 | <b>Edition and Year of Publication</b> |
|----------------------------------|--|--|--|
| Balram Dogra<br>Karminder Ghuman | Rural Marketing (Concepts And Practices) | Tata McGraw Hill<br>Education Private<br>Limited | Latest Edition                         |

**Reference Books:**

| <b>Author/s</b>                  | <b>Title of the Book</b>                       | <b>Publisher</b>           | <b>Edition and Year of Publication</b> |
|----------------------------------|--|----------------------------|--|
| Sumesh Raizada<br>Vishal Agarwal | Scope & Challenges of Rural Marketing in India | Excel Books                | Latest Edition                         |
| Pradip Kashyap                   | Rural Marketing                                | Pearson Education<br>India | Latest Edition                         |

## Gujarat University- Ahmedabad, MBA Programme

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|----------------------|---|
| <b>Subject</b>       | <b>LS406 - Services and Relationship Marketing</b>  |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• 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.</li> <li>• The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specifically related to marketing of services.</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

| Module | Description   | Content  | Weightage | Sessions |
|--------|---|--|-----------|----------|
| I      | <b>Introduction to Services Marketing and Customer Behaviour in Service Encounter</b> | <ul style="list-style-type: none"> <li>• Services and their role in the economy; Distinctions between Services and Goods;</li> <li>• Services and Technology - technology in service encounter,</li> <li>• emergence of self service, automation in services,</li> <li>• Internet services; Services</li> <li>• Marketing Mix; Four Categories of Services – People-Processing,</li> <li>• aMental- Stimulus Processing, Possession-Processing, and Information-Processing;;</li> <li>• Customer Decision Making– Pre-purchase Stage,</li> <li>• Service-Encounter Stage and Post-Encounter Stage;</li> <li>• Customer Expectations and Perceptions of Services – Zone of Tolerance</li> </ul> | <b>20</b> | <b>8</b> |
| II     | <b>Services Marketing Mix</b>   | <ul style="list-style-type: none"> <li>• Product – Core and Supplementary Elements, Branding Service Products;</li> <li>• Price – Role of Non- monetary Costs,</li> <li>• Pricing Strategy Pricing and Revenue Management, Yield Management,</li> <li>• Place – Service Distribution,</li> <li>• Delivery – Role of Customers in Service Delivery,</li> <li>• Delivery through Intermediaries,</li> <li>• Franchising, Electronic Channels,</li> <li>• Self-Service Technologies;</li> <li>• Promotion – Role of Marketing Communication,</li> <li>• Marketing Communication Mix,</li> <li>• Integrated Services Marketing Communication</li> </ul>  | <b>20</b> | <b>8</b> |

## Gujarat University- Ahmedabad, MBA Programme

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| <b>III</b> | <b>Expanded Marketing Mix for Services and Managing Capacity and Demand of services</b> | <ul style="list-style-type: none"> <li>• People – Employees’ Role in Service Delivery,</li> <li>• Service Leadership and Culture, Process – Service Blueprinting,</li> <li>• Service Process Redesign,</li> <li>• Physical Evidence – Servicescape,</li> <li>• Service Environments,</li> <li>• Understanding Capacity,</li> <li>• Demand Patterns, Strategies for Matching Capacity and Demands</li> </ul>  | <b>20</b> | <b>8</b> |
| <b>IV</b>  | <b>Service Quality and Relationship Management</b>                                      | <ul style="list-style-type: none"> <li>• Services Quality: Gaps Model;</li> <li>• Measuring and Improving Service Quality;</li> <li>• Emerging Service Sectors in India – Healthcare, Biotechnology,</li> <li>• Retailing and Banking Sector</li> <li>• Relationship Management:</li> <li>• Defining Customer Relationships;</li> <li>• The Basics; External Relationships;</li> <li>• Supplier Relations;</li> <li>• Internal Relationships and Electronic Relationships</li> </ul> | <b>20</b> | <b>8</b> |
| <b>V</b>   | <b>Relationship Marketing</b>   | <ul style="list-style-type: none"> <li>• Customer Retention;</li> <li>• Customer Loyalty;</li> <li>• Strategies for reducing Customer Defections;</li> <li>• Customer Relationship Management (CRM)</li> </ul>   | <b>20</b> | <b>8</b> |

### Text Books

| <b>Author/s</b>   | <b>Name of the Book</b>  | <b>Publisher</b>      | <b>Edition and Year of Publication</b> |
|---|--|-----------------------|--|
| 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

| <b>Author/s</b>                | <b>Name of the Book</b>                         | <b>Publisher</b> | <b>Edition and Year of Publication</b> |
|--------------------------------|---|------------------|--|
| Jauhari Vinnie and Dutta Kirti | Services: Marketing, Operations, and Management | Oxford           | Latest Edition                         |

## Gujarat University- Ahmedabad, MBA Programme

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|--|--|------------------------------------|----------------|
| Gronroos Christian                     | Service Management and Marketing:<br>Customer management in Service<br>Competition | Wiley India                        | Latest Edition |
| Baran R.J., Galka R.J.,<br>Strunk D.P. | Customer Relationship Management   | South- Western<br>Cengage Learning | Latest Edition |
| Godson Mark                            | Relationship<br>Marketing  | Oxford                             | Latest Edition |

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|----------------------|--|
| <b>Subject</b>       | <b>LS407 - Digital Marketing Management (DMM)</b>  |
| <b>Academic Year</b> | 2021-22 Onwards  |
| <b>Credits</b>       | 4  |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To acquaint the participants with the basics of Digital Marketing.</li> <li>• To provide the participants practical understanding about strategic and functional aspects of Digital Marketing.</li> </ul> |
| <b>Total Hours</b>   | 40 hours   |
| <b>Instructor</b>    |  |

**Course Content:**

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

## Gujarat University- Ahmedabad, MBA Programme

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

## Gujarat University- Ahmedabad, MBA Programme

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



## Gujarat University- Ahmedabad, MBA Programme

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

### Text Books:

| Author/s           | Title of the Book                                      | Publisher          | Edition and Year of Publication |
|--------------------|--|--------------------|---------------------------------|
| Vibrant Publishers | Digital Marketing Essentials You Always Wanted to Know | Vibrant Publishers | Latest Edition                  |

### Reference Books:

| Author/s      | Title of the Book                 | Publisher         | Edition and Year of Publication |
|---------------|-----------------------------------|-------------------|---------------------------------|
| Puneet Bhatia | Fundamentals of Digital Marketing | Pearson Education | Latest Edition                  |

## Gujarat University- Ahmedabad, MBA Programme

|                      |   |
|----------------------|---|
| <b>Subject</b>       | <b>LS408 - Product and Brand Management</b>   |
| <b>Academic Year</b> | 2021-22 Onwards   |
| <b>Credits</b>       | 4   |
| <b>Objective</b>     | <ul style="list-style-type: none"> <li>• To develop an understanding of product management, product manager's roles and responsibilities</li> <li>• To introduce various branding principles and their exposure to classic and contemporary branding applications</li> <li>• To increase understanding of the important issues in planning, implementing, and evaluating brand strategies.</li> <li>• To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.</li> <li>• 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</li> </ul> |
| <b>Total Hours</b>   | 40 hours  |
| <b>Instructor</b>    |   |

### Course Content:

| Module | Description               | Content  | Weightage | Sessions |
|--------|---------------------------|--|-----------|----------|
| I      | <b>Product Management</b> | <ul style="list-style-type: none"> <li>• Introduction to Product Management,</li> <li>• Role and Responsibilities of a Product Manager,</li> <li>• Marketing planning,</li> <li>• Category Attractiveness,</li> <li>• Market Competition and Competitor Analysis</li> </ul>                            | <b>20</b> | <b>8</b> |
| II     | <b>Product Strategy</b>   | <ul style="list-style-type: none"> <li>• Customer and Market Potential Analysis,</li> <li>• Product Strategy and New Product Development,</li> <li>• Managing a Product during various stages of PLC</li> </ul>  | <b>20</b> | <b>8</b> |
| III    | <b>Brand Management</b>   | <ul style="list-style-type: none"> <li>• Branding &amp; Brand Management,</li> <li>• The concepts of Brand Equity,</li> <li>• Creating brands in a competitive market,</li> <li>• Brand Positioning, values and Brand Associations,</li> <li>• Using Brand Elements to create brand equity.</li> </ul> | <b>20</b> | <b>8</b> |

## Gujarat University- Ahmedabad, MBA Programme

|           |                                |  |           |          |
|-----------|--------------------------------|--|-----------|----------|
| <b>IV</b> | <b>Brand Equity Management</b> | <ul style="list-style-type: none"> <li>• Designing Marketing Programmes to Build Brand Equity.</li> <li>• Leveraging Secondary Brand Associations.</li> <li>• Developing a Brand Equity Management System.</li> <li>• Measuring Sources of Brand Equity and Brand Equity measurement approaches</li> </ul> | <b>20</b> | <b>8</b> |
| <b>V</b>  | <b>Strategic Branding</b>      | <ul style="list-style-type: none"> <li>• Growing and Sustaining Brand Equity:</li> <li>• Designing and Implementing Branding Strategies,</li> <li>• Launching Brand Extensions,</li> <li>• Managing brands overtime and over geographic boundaries,</li> <li>• Revitalization of brands</li> </ul>         | <b>20</b> | <b>8</b> |

### 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                |
| Van Auken 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                |

## Gujarat University- Ahmedabad, MBA Programme

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|                          |   |                                 |                |
|--------------------------|---|---------------------------------|----------------|
| 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 |

## 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

### **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 1<sup>st</sup> year of the programme, i.e., after the 2<sup>nd</sup> 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 10weeks.

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 1<sup>st</sup> 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 (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.

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

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<br>(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<br>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 $\geq 4.16$ ), (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 1<sup>st</sup> 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 2<sup>nd</sup> 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:

## Gujarat University- Ahmedabad, MBA Programme

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

### Evaluation of Summer Internship Project (SIP):

Project work at the end of 1<sup>st</sup> 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.