



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02000011

Course / Subject Name : Fundamentals of ESG for Sustainability

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Ability Enhancement Courses (AEC)

Prerequisite: UG Course

Rationale:	<p>Sustainability is a strategic business approach that fosters enduring value by meticulously considering ecological, social, and economic dimensions.</p> <p>This course will help students understand the importance of various ecological, social and economic as well as legal dimensions for sustainable business growth. The ESG framework will create sensitivity amongst students towards climate change and its impact on business in particular and the entire habitat in general.</p>
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Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
C01	Understand the basic framework of Ecology and Environmental issues on sustainability of the business	U
C02	Understand the practices need to be modified in order to abide by the Sustainable Development mandate	U
C03	Apply one's knowledge base on organizational practices and improvements being made to attain ESG	A

**Revised Bloom's Taxonomy (RBT) Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)*

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
2	0	0	2	50	30	20	0	100



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Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	<p>Introduction to Ecosystems: Meaning & Definition of Ecology, Scope & Importance, Evolution of Sustainable Development, Concepts of Ecosystem</p> <p>Environmental Issues Meaning & Definition of Pollution, Environment and Pollutants, Causes and Effects of different types of Pollutants on Ecosystem, Greenhouse Effect, Global Warming and Climate Change</p> <p>Sustainability of Business Enterprise Sustainability and its Background, Business Strategies of Sustainable Development, Concept of Green Business, Green Ranking and Carbon Credit, Environmental Reporting Standards & Certifications</p>	12	50
2.	<p>Sustainable Development Goals (SDGs) :</p> <ul style="list-style-type: none">• Meaning, Importance and History of SDG announcement• 17 goals under SDG and how they are linked with ESG• Why is “making a difference” very critical <p>Ways of making a difference – initiatives by Individuals, organizations, society and government.</p> <p>ESG (Environmental, Social and Governance) Framework :</p> <ul style="list-style-type: none">• Importance and Main Focus of ESG Framework• Individual Components of the ESG Framework and value creation for businesses ESG and EHS (Environment, Health and Safety), CS (Corporate Sustainability) and CSR (Corporate Social Responsibility)	13	50
3	<p>Practical: Student should be motivated to Read and Present about Industry initiatives for achieving Sustainable Development Goals, Industry initiatives in the areas of EHS and CSR and how they address ESG goals. Tree Plantation Program, Clean Campus Drive, Energy Saving Activities, etc. may be carried out at Institute. Joint activity with NGO for different initiatives related to promotion of Sustainability may be carried out.</p>	05	NIL
	TOTAL	30	100



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Course / Subject Name : Fundamentals of ESG for Sustainability

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
0	60	40	0	0	0

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

References/Suggested Learning Resources:

• Suggested Learning Resources:

Sr. No.	Title of Book	Author	Publication with place, year and ISBN
1	Understanding ESG and Sustainability	Sunny Revankar	Jec Publication ISBN-13: 978-9357494724 ISBN-10:9357494723
2	Sustainable Development Goals	Vinod Malhotra	Pentagon Press LLP ISBN: 978-9390095629

• Software/Learning Websites

<http://unglobalcompact.org>

Suggested Activities for Students for PA: (20 Marks)

- Read and Present about Industry initiatives for achieving Sustainable Development Goals
- Read about Industry initiatives in the areas of EHS and CSR and how they address ESG goals
- Tree Plantation Program, Clean Campus Drive, Energy Saving Activities, etc. may be carried out at Institute
- Joint activity with NGO for different initiatives related to promotion of Sustainability may be carried out.

CO- PO Mapping:

Semester 2	Fundamentals of ESG for Sustainability				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	3	-	1	2
CO2	2	3	-	1	2
CO3	1	2	-	2	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092011

Course / Subject Name : Research Methodology

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite:	Any Graduate
Rationale:	Studying the Research Methodology will equip individual with fundamental tools and techniques to conduct systematic research. It improves critical thinking, gives clarity to communicate the findings based on logical interpretations, ultimately helps in business decision making.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Develop the understanding about Research, its Methods & Process for applying in Business functions	Understand, Application
02	Analyze the literature in global and national context and propose the research design in varied research problems of business	Analyze, Application
03	Analyze various quantitative and qualitative data for domestic as well global business projects	Analyze, Evaluation
04	Evaluate varied data sources & Validate the Research Instrument for underlying Research problem of business project	Evaluation, Create
05	Construct the Research Proposal for business functions	Remember, Create

*Revised Bloom's Taxonomy (RBT)

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150

Course Content:

Module No:	Module Content	No. of Hours	% of Weightage



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092011

Course / Subject Name : Research Methodology

I	Introduction to Research: Nature and Scope, Problem Formulation and Statement of Research Objectives. Research Process & Research Designs - Exploratory, Descriptive and causal Research designs, Quantitative and qualitative research, characteristics of good research. Brief Introduction to Business Research Process.	10	20
II	Steps in Business Research Process - I: 1. Problem Identification / Problem statement 2. Review of Literature (including citation and bibliography / references). 3. Research Questions & Research Objectives 4. Hypothesis formulation 5. Research Design Exploratory Research Design: Qualitative Research: Observation, Focus Group, Depth Interview, Projective Techniques.	11	25
III	Conclusive Research Design: <u>Quantitative Research:</u> Descriptive research – survey, survey methods. Causal research – Experimentation – labs v/s field experiments, with and without control, before and after. Steps in Business Research Process - II: 6. Sampling Design – Probabilistic and non-probabilistic sampling. 7. Sources of data – primary and secondary Measurement and Scaling. Validity and reliability. Questionnaire designing.	12	30
IV	Steps in Business Research Process - III: 8. Data Preparation – preliminary questionnaire screening, editing, coding and data entry (using statistical software). 9. Research Writing: - Research Proposal Synopsis, Research Report	12	25
V	Practical: A group of two students (Maximum) has to work on a Minor Research Project on the topic selected from the beginning of the semester in line with all the steps of Research Design starting from Identification of Research Problem to Findings & Conclusion and has to submit a Report to the concerned faculty member.	15	NIL
TOTAL		60	100



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092011

Course / Subject Name : Research Methodology

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	15%	20%	20%	20%	15%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

References/Suggested Learning Resources:

(a) Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Naval Bajpai	Business Research Methods	Pearson	Latest
2	Naresh Malhotra and Satyabhusan Dash	Marketing Research – An applied orientation	Pearson	Latest
3	Donald R. Cooper and Pamela S.Schindler	Business Research Methods	TMH	Latest
4	ZikmundWilliam	Business Research Methods	Thomson	Latest
5	Uma Sekaran	Research methods for business: A skill building approach	Wiley India	Latest
6	Panneerselvam R.	Business Research Methods	John Wiley and Sons	Latest
7	D. K. Bhattacharyya	Research Methodology	Excel	Latest
8	J. K. Sachdeva	Business Research Methodology	Himalaya	Latest
9	Adithan Bhujange	Research Methodology for Management and social Science	Excel	Latest
10	Alan Bryman	Business Research Methods	Oxford University Press	Latest

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

(b) List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092011

Course / Subject Name : Research Methodology

4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa

CO- PO Mapping:

Semester 2	Research Methodology				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	-	2	2	3
CO2	2	3	3	2	2
CO3	1	2	2	3	3
CO4	-	2	2	3	-
CO5	2	1	3	2	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092021

Course / Subject Name : Corporate Finance

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite:	Any Graduate
Rationale:	Equip the learners to understand how the corporate manages the financial resources, analyze varied investment decisions, and optimize the capital structure for shareholders value. It covers importance of short term to long term sources of business and various factors to be considered while adopting various sources.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Understand the fundamentals of financial management and Interpret the accounting and financial data for organizational decision making	Remember, Understand,
02	Evaluate the capital budgeting decisions and Dividend policy for business in context of global perspectives	Evaluation, Application
03	Understand the importance of Capital structure and leverage by estimate the cost of varied sources of funds for the business organization	Understand, Analyze Create
04	Analyze the Working capital & its components for routine of business requirements at global as well as domestic level	Analyze, Apply

**Revised Bloom's Taxonomy (RBT)*

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR		C	Theory		Tutorial / Practical	
			ESE (E)		PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092021

Course / Subject Name : Corporate Finance

Course Content:

Module No:	Module Content	No. of Hours	% of Weightage
I	<p>Overview of Financial Management:</p> <ul style="list-style-type: none">• Meaning, Objectives, Scope, Role and Functions of Financial Management (Financial Decisions).• Financial Goal - Profit Maximization versus Shareholders' Wealth Maximization. <p>Time value of Money:(theory and numerical)</p> <ul style="list-style-type: none">• Concepts, Compounding, Discounting, Annuities. <p>Sources of Long-Term Finance:</p> <ul style="list-style-type: none">• Introduction to Equity Shares, Preference Shares and Debentures, Term loan. <p>Valuation of Bonds, Preference shares and Equity. (numerical)</p>	10	25
II	<p>Understanding Investment Decisions (Capital Budgeting Decisions):</p> <ul style="list-style-type: none">• Meaning, Features• Types and Importance of Investment Decisions<ul style="list-style-type: none">○ Discounted Cash Flow (DCF)<ul style="list-style-type: none">▪ NPV, IRR, MIRR, PI, Discounted Payback○ Non-Discounted Cash Flow Techniques<ul style="list-style-type: none">▪ ARR, Payback period <p>Capital Rationing (theory and numerical)</p> <p>Understanding Dividend Decision:</p> <ul style="list-style-type: none">• Dividend and dividend policy• Factors affecting dividend payout• Dividend payment models: (theory and numerical)<ul style="list-style-type: none">○ Dividend relevance model<ul style="list-style-type: none">▪ Walter model▪ Gordon model○ Dividend irrelevance model	10	25



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Course / Subject Name : Corporate Finance

	<ul style="list-style-type: none"> ▪ MM model <p>Basics of Decision Tree Analysis (1-level and 2-level) (theory only)</p>		
III	<p>Cost of Capital: (theory and numerical)</p> <ul style="list-style-type: none"> • Significance, Concept of the Opportunity Cost of Capital • Component Costs of Capital - Cost of Debt, Preference Capital and Equity Capital • Weighted Average Cost of Capital (WACC) <p>Leverage: (theory and numerical)</p> <ul style="list-style-type: none"> • Types of Leverage - Operating, Financial and Combined Leverage. • Point of indifference <p>Understanding Financing Decisions (Capital Structure Decisions): (theory and numerical)</p> <ul style="list-style-type: none"> • NI Approach • NOI Approach • MM Theory with and without Taxes 	12	25
IV	<p>Working Capital Management:</p> <ul style="list-style-type: none"> • Concepts of Working Capital. • Operating Cycle. • Determinants of Working Capital. • Estimating Working Capital Needs. (theory and numerical) • Working Capital Finance Policies. <ul style="list-style-type: none"> o Matching approach, conservative approach, aggressive approach. <p>Cash Management: (theory and numerical)</p> <ul style="list-style-type: none"> • Need for Cash Management. • Cash Management Cycle. • Cash forecasting through budgeting. • Determining the Optimum Cash Balance under Certainty (Baumol's Model) and Uncertainty (The Miller-Orr Model). <p>Receivables Management:</p>	13	25



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Course / Subject Name : Corporate Finance

	<ul style="list-style-type: none">Nature and Goals of Credit Policy Credit Policy Variables (theory and numerical)		
V	Application: Select suitable organization and study: <ul style="list-style-type: none">The role and functions of Finance department;Select Scrip or bonds and do the valuation of its Securities;Study the investment decisions, working capital policy and cash budgeting etc.	15	NIL
	TOTAL	60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	10%	25%	20%	25%	10%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

References/Suggested Learning Resources:

(a) Books:

No.	Author	Name of the Book	Publisher	Year of Publication/Edition
1	Prasanna Chandra	Financial Management, theory and Practice	McGraw - Hill	Latest Edition
2	I M Pandey	Financial Management	Vikas	Latest Edition
3	M. Y. Khan and P. K. Jain	Financial Management	McGraw - Hill	Latest Edition
4	Rajiv Srivastava & Anil Misra	Financial Management	Oxford	Latest Edition
5	Ravi Kishore	Financial Management – Problems and Solutions	Taxmann	Latest Edition
6	P C Tulasiyani	Financial Management	S. Chand	Latest Edition
7	P. V. Kulkarni and B. G. Satyaprasad	Financial Management	Himalaya	14th Revised Edition



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Course / Subject Code: MB02092021

Course / Subject Name : Corporate Finance

8	Eugene F. Brigham	Financial Management: Theory and Practice	South Western College	14th Edition
9	Vyuptakesh Sharan	Fundamentals of Financial Management	Pearson	3rd Edition
10	R. P. Rastogi	Financial Management	Taxmann	Latest Edition

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

(b) List of Journals /Periodicals /Magazines/Newspapers/Web resources etc.

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

CO- PO Mapping:

Semester 2	Corporate Finance				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	3
CO2	2	3	1	2	2
CO3	1	2	3	2	2
CO4	2	2	2	3	3

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092031

Course / Subject Name : Marketing Management

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite: Any Graduate

Rationale:	Studying Marketing Management will provide the know-how to create winning marketing campaigns, carry out market research, comprehend customer behavior, and maintain brand equity. This information is crucial for creating effective marketing campaigns, maximizing the positioning of products, and building client loyalty.
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Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Understand the fundamentals of Marketing and its types for the business decision making	Remember, Understand
02	Classify the market segments and Analyze the market on STP at National and International fledge for decision making in business organization	Analyze , Evaluate
03	Analyze & Formulate the Product, Brand, Pricing & Distribution strategy on various situational and ethical parameters for business organization	Analyze, Application, Create
04	Learn & Evaluate the importance of selecting various modes of Mass as well personal Communication for functioning of business at different fledge	Evaluate
05	Formulate the Marketing Mix as per the nature and profile of business operating at Domestic or Global level.	Create

**Revised Bloom's Taxonomy (RBT)*

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092031

Course / Subject Name : Marketing Management

Course Content:

Module No:	Module Content	No. of Hours	% of Weightage
I	<p>Basics of Marketing Management</p> <ul style="list-style-type: none">• Definition, Scope, Core Concepts, Tasks• Basic 4P's of Marketing Mix & Updated P's of Marketing Mix• Company's Orientation towards Marketplace• Marketing as a value delivery process & Value Chain• Content of a Marketing Plan (very briefly) <p>Capturing Marketing Insights</p> <ul style="list-style-type: none">• Analyzing the macro-environment <p>Creating Customer Value:</p> <ul style="list-style-type: none">• Customer Perceived value• Cultivating Customer Relationship <p>Understanding Consumers' Markets</p> <ul style="list-style-type: none">• Consumer Buying Decision Process <p>Understanding Business Markets</p> <ul style="list-style-type: none">• Business v/s consumer markets• Buying Situations, Participants• Process	11	25
II	<p>Segmentation, Targeting and Positioning (STP)</p> <p><u>Segmentation:</u></p> <ul style="list-style-type: none">• Bases of Segmenting Consumer Markets and Business Markets <p><u>Targeting:</u></p> <ul style="list-style-type: none">• Meaning, effective segmentation criteria, evaluating and selecting the market segments <p><u>Positioning:</u></p> <ul style="list-style-type: none">• Developing and establishing Brand Positioning• Differentiation strategies <p>Dealing with Competition</p> <ul style="list-style-type: none">• Competitive Strategies – Leaders, Challengers, Followers, Nichers• Product Life Cycle(PLC) Strategies <p>Developing Product Strategy</p> <ul style="list-style-type: none">• Product characteristics and Classification• Product hierarchy	10	25



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Level: PG

Course / Subject Code: MB02092031

Course / Subject Name : Marketing Management

	<ul style="list-style-type: none"> • Product system and mix • Product Line and Length decisions • Packaging, Labeling and Warranties 		
III	<p>New Product Development:</p> <ul style="list-style-type: none"> • Process & Challenges <p>Brand Management:</p> <ul style="list-style-type: none"> • Brand Equity • Brand Equity Models–CBBE • Devising Branding Strategies <ul style="list-style-type: none"> ○ Branding decisions ○ Co-branding and ingredient branding ○ Brand extensions <p>Developing Services</p> <ul style="list-style-type: none"> • Definition, categories • Distinctive Characteristics • Service Differentiation <p>Pricing Decisions</p> <ul style="list-style-type: none"> • Consumer Psychology and Pricing • Setting up the price <p>Price Adaptation and Strategies</p>	12	25
IV	<p>Managing Distribution Channels</p> <ul style="list-style-type: none"> • Marketing Channels <ul style="list-style-type: none"> ○ Role, Importance ○ Design & Management Decisions ○ Channel Integration and Systems <p>Retailing, Wholesaling and Logistics Management</p> <p>Managing Marketing Communications</p> <ul style="list-style-type: none"> • Role of Marketing Communication • Developing Effective Communication • Managing IMC <p>Managing Mass Communications</p> <p><u>Advertising:</u></p> <ul style="list-style-type: none"> • 5 M's <p><u>Sales Promotions:</u></p> <ul style="list-style-type: none"> • Major sales promotion tools <p><u>Events, Experiences:</u></p> <p>Objectives and sponsorship decisions</p>	12	25



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Course / Subject Code: MB02092031

Course / Subject Name : Marketing Management

	<p><u>PR:</u></p> <ul style="list-style-type: none"> • Functions and PR decisions • Tools in marketing PR <p>Managing Personal Communications:</p> <p><u>Direct Marketing:</u></p> <ul style="list-style-type: none"> • Benefits, different direct marketing channels <p><u>Interactive Marketing:</u></p> <ul style="list-style-type: none"> • Advantages and disadvantages • Interactive marketing communication options <p><u>Word-of-mouth:</u></p> <ul style="list-style-type: none"> • Platforms–Social Media, Viral marketing, opinion leaders <p><u>Personal Selling:</u></p> <p>Major steps in effective selling</p>		
V	<p>Practical</p> <ul style="list-style-type: none"> • Studying the Market Segmentation bases used by various companies to segment the markets for their products. • Studying distribution strategies of various companies • Analyze a few new products / services launched recently and their marketing mix • Studying the product life cycle of various products/brands with strategies adopted at various level <p>Compare and analyze marketing communications of a few brands in the same product / service category</p>	15	NIL
	TOTAL	60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	15%	15%	25%	25%	10%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092031

Course / Subject Name : Marketing Management

References/Suggested Learning Resources:

(a) Books:

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

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

(b) List of Journals /Periodicals /Magazines/Newspapers/Webresources,etc.

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

CO- PO Mapping:

Semester 2	Marketing Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	-	-	1	2
CO2	2	3	2	3	2
CO3	2	2	3	2	3
CO4	2	3	-	2	2
CO5	3	2	2	3	1

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092041

Course / Subject Name : Human Resource Management

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite:	Any Graduate
Rationale:	Learning Human Resource Management (HRM) is crucial since it offers a thorough grasp of how to handle an organization's most important asset—its employees. It gives people the know-how to find, nurture, and keep talent; cultivate a healthy workplace culture; and guarantee adherence to labor laws and regulations.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Understand the basic fundamental of HR, HRM and Strategic Staffing of HR practices for organizational decision making in context of Industry	Remember, Understand
02	Analyze and debate the importance of the various HR related Functions like Retention, Recruitment, Training & Development in organization in context of varied Industry standards	Analyze, Application, Create
03	Evaluating practices in the functions like compensation, performance management system, Employee Welfare for assuring ethical parameters in context of Industry on national as well international fledge.	Evaluate, Application
04	Learn Industrial Relation practices for combating disputes & Conflicts and analyzing current trends of HRM in National and Global context focusing on changing role of HR Manager	Analyze, Evaluate

*Revised Bloom's Taxonomy (RBT)

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR		C	Theory		Tutorial / Practical	
			ESE (E)		PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092041

Course / Subject Name : Human Resource Management

Course Content:

Module No:	Module Content	No. of Hours	% of Weightage
I	<p>Introduction to Human Resource Management:</p> <ul style="list-style-type: none">• Meaning, Objectives, Scope and Functions of HRM in organizations• Changing environment of HRM in India and Internationally : Internal and External Environment Analysis• Emerging Roles and Characteristics of HR executives• Strategic HR : HRM function as a strategic contributor to the company's bottom line• Global Trends Shaping HR• Creating an HR based Competitive Advantage – Integrative Role of HR Managers and other Line Managers• HR as a Profit Center• Human Resource Systems : Macro and Micro factors influencing Design of HR Systems <p>Strategic Staffing of Human Resource</p> <ul style="list-style-type: none">• Job Analysis and Talent Management Process : Essentials of Job Analysis , Importance of Job Analysis, Methods of Job Analysis, Writing Job Descriptions and Job Specifications,• Job Evaluation : Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation• Human Resource Planning : Factors Affecting, Techniques of HRP, Strategic HRP, Staffing for Global Assignments• Assessing External and Internal Workforce : Changing Workforce Conditions, Jobs Audit, Employee and Organisational Capabilities Inventory• Predictive Workforce Monitoring, Succession Planning• Trends Shaping HR : Offshoring and Outsourcing HR• HR Planning in Mergers and Acquisitions	12	25

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Program Name: Master of Business Administration

Level: PG

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	<p>Employee Retention :</p> <ul style="list-style-type: none"> • Psychological Contract • Employee Performance and Motivation • Employee Turnover : Types / Reasons • Drivers of Retention • Managing Retention • Exit Interviews 		
II	<p>Recruitment, Selection, Placement and Talent Management :</p> <p>Recruitment :</p> <ul style="list-style-type: none"> • Definition, Process and Forms, Factors governing the Recruitment Policy, Internal & External Sources, Diversity Considerations • Industry Specific Strategy & labor market Choice • Regular Vs Flexible Staffing • E-Recruitment , Networking • Recruitment Effectiveness : Local and Global Recruitment <p>Selection:</p> <ul style="list-style-type: none"> • Selection Process - Application Forms, Applicant Job Interest, Pre-employment Screening • Selection Tests – Ability Tests, Personality Tests, • Background Investigation • Interviews: Forms/Types and Effectiveness • Global Staffing :Types and Selection Process • Role of Line & HR manager in Selection <p>Training and Management Development:</p> <ul style="list-style-type: none"> • Employee Orientation / On boarding : Purpose and Process • Improving Performance : The Strategic Context • Training – Training Need Analysis, Training Process • Training Programmes: Design and Development • Types and Methods of Training : OJT, Apprenticeship, Job Instruction Training, Programmed Learning, Lectures and Workshops, Behaviour Modeling, Vestibule Training, Simulated Learning and Gaming, Audio-Visual based Training, Video Conferencing, Computer Based Training 	12	25



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	<ul style="list-style-type: none"> • Training Design : Learner Characteristics, Instructional Strategies, Transfer of Training, • Management Development – Meaning, Purpose, Methods, Managerial OJT and Job Rotation, Succession Planning and Leadership Development • Talent Management and Career Planning • Training Evaluation : Purpose and Methods • Differences between Training and Development 		
III	<p>Performance Management & Appraisal:</p> <ul style="list-style-type: none"> • Performance Focused Organisational Cultures • Performance Management : Purpose , Process, Perspective and Format • Defining Employees’ Goals and Performance Standards • Performance Appraisal Methods and Tools- 360-degree Feedback, Category Scaling Methods, Graphic Rating Scales, Comparative Method, Narrative Method, • Critical Incident Method, Behaviorally Anchored Rating Scales, MBO, • Factors affecting Performance of an Employee, Correcting performance gap in different area • Appraisal Feedback : Purpose and Effectiveness <p>Compensation and Reward Systems:</p> <ul style="list-style-type: none"> • Meaning, types, structure, Strategic approach to compensation • Establishing Strategic Pay Plans • Creating a Market – Competitive Pay Plan, Competency Based Pay, Individual Vs Team Rewards, Organisational Rewards • Global Compensation Issues, Compensating Expatriates and Repatriates, • Financial and Non Financial Incentives as Motivators <p>Employee Welfare and Social Security:</p> <ul style="list-style-type: none"> • Employee Welfare - Objectives of Employee Welfare, Statutory Welfare Facilities as per Factories Act 1948 and Non-Statutory Welfare Facilities 	112	25

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Course / Subject Name : Human Resource Management

	<ul style="list-style-type: none">• Social Security – Meaning, Features and Classification of Social Security• Social Security Schemes in India - Employee State Insurance, Maternity Benefit, Payment of Gratuity, Employee Provident Fund (Coverage and Operation)		
IV	<p>Industrial Relations</p> <ul style="list-style-type: none">• Definition, Characteristics and Objectives of Industrial Relations,• Factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India <p>Industrial Conflict, and Dispute Resolution:</p> <ul style="list-style-type: none">• Industrial conflict – Meaning, Nature of Industrial conflict• Industrial disputes – Meaning, Causes, Outcomes and Methods of disputes settlement• Collective Bargaining.• ILO – Meaning, Conventions, recommendations <p>Current Trends in HRM:</p> <ul style="list-style-type: none">• Employee Engagement – Meaning, Degrees, Drivers, and Measurement of Engagement• HR Scorecard.• Knowledge Management• Glass ceiling and Gender Equality• HR Analytics, HR Information System	10	25
V	<p>Practical:</p> <ul style="list-style-type: none">• What are Ethical Organizations? Discuss.• For Ethical Organizations, identify and describe the companies and their ethical HR Practices and Discuss the advantages of being ethical• Visit various organizations: Medium or Large, Public or Private, Domestic or Global (Multinational) and study the formats, objectives and processes as well as improvements	15	NIL



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	made by them and why in all the HR Sub systems – their designing and implementation. • Present a report on the above.		
	TOTAL	60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	10%	20%	25%	15%	20%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

4. Teaching Methods:

The course will use the following pedagogical tools:

- Classroom Lectures
- Video Cases
- Case Studies
- Expert / Guest Lectures
- Movies
- Group Discussions
- Workshops based assignments

References/Suggested Learning Resources:

(a) Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Gary Dessler, BijuVarkkey	Human Resource Management	Pearson Publication	15ed.
2	Mathis, Jackson and Tripathy	Human Resource Management – A South Asian Perspective	Cengage Learning	Latest
3	Jeffrey A Mello	Strategic Human Resource Management	Cengage Learning	Latest
4	Douling and Welch	International Human Resource Management	Thomson Publication	

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



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(b) List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.

1. Harvard Business Review
2. Business India / Business Today / Business World, University News
3. Indian Journal of Industrial Relations
4. Asian Journal of Management Cases
5. HRM Review

CO- PO Mapping:

Semester 2	Human Resource Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	-	3
CO2	2	2	3	2	2
CO3	2	3	3	3	2
CO4	3	2	2	2	1

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092051

Course / Subject Name : Production & Operations Management

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite: Any Graduate

Rationale:	Studying Productions & Operations gives learner the know-how to plan, evaluate, and enhance production processes, guaranteeing economical efficiency, superior results, and optimal use of available resources. Getting expertise in this field, will aid in improving organizational productivity.
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Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Analyze the fundamentals of production and operations management for organizational Decision Making in context of Industry	Remember, Analyze
02	Do facility planning by undertaking location and layout decision on the basis of various factors for firms in different Industry at Local and Global Level	Understand, Evaluate
03	Evaluate the various methods of Scheduling and Create Network models by applying the techniques like PERT/ CPM for various business projects	Evaluate, Application, Create
04	Compare and understand various dimensions of Quality, TQM and ISO standards for Industry	Understand, Evaluate
05	Analyze the Industrial Safety in Industry at local and global level	Analyze

**Revised Bloom's Taxonomy (RBT)*

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092051

Course / Subject Name : Production & Operations Management

Course Content:

Module No:	Module Content	No. of Hours	% of Weightage
I	Introduction of Production & Operation Management: <ul style="list-style-type: none">• System and function view of organizations, scope, Evolution and future of production and operation management.• Process design-different types of process with its. Merits and demerits, process classification based on order, process selection, different type of manufacturing process, process performance and evaluation etc.• Product design; types of products and designing, evaluation of design• Product design process, Product Strategy – Make to stock, make to order and assemble to order products and services, evaluation of design, Intermittent Vs Continuous manufacturing, Mass Production Vs Batch production	10	20
II	Facility location;(theoretical concept only) Plant Layout: <ul style="list-style-type: none">• Different types of layout. Aggregate Production Planning(APP): <ul style="list-style-type: none">• Objective, strategies and cost of APP ,master production schedule, Rough cut capacity planning etc.(theoretical Production Planning & Control – Concept, , Objectives, Elements concept only) Material Requirement Planning (MRP) (theoretical concept only), Basics of Supply chain management (Evolution, Key concepts and Importance), Inventory Management (theory and numerical)	12	30
III	Operations scheduling: <ul style="list-style-type: none">• Definition, Objectives, Types• Sequencing (n-jobs on m machine) (theory and numerical)• Queuing systems (Waiting Line Analysis) (theory and numerical)• Line Balancing(theoretical concept only) Project management;Project scheduling by using network PERT/CPM, (theory and numerical)	13	30



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IV	<p>Quality management:</p> <ul style="list-style-type: none"> • Definition, experts' views on quality. • Dimensions of quality. • Cost of quality and quality cost audit. • Statistical process control, control charts (theory and numerical), Total quality management (TQM), Six sigma, ISO 9000 and other ISO series. • Lean and Just in Time production system (theoretical concept only) <p>Industrial safety</p>	10	20
V	<p style="text-align: center;">Practical</p> <ul style="list-style-type: none"> ○ Students should visit manufacturing/ service organizations and ○ Identify the production planning and control systems, procedures and techniques. For service organizations, they can learn about how services are produced and how existing capacity is matched with demand. ○ Identify operations scheduling in any system and suggest more efficient ways of doing work. ○ Understand the significance of existing plant or service layouts. ○ Identify materials and inventory management practices in organized and unorganized sectors. ○ Simulate a production capability /facility with the optimum use and application of concepts. 	15	NIL
TOTAL		60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	20%	15%	20%	20%	15%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

References/Suggested Learning Resources:

(a) Books:



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Course / Subject Name : Production & Operations Management

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1	Chase R.B., Jacobs,F. R., Aquilano, N. J. and Agarwal N.K.,	Operations Management for Competitive Advantage	TMH	Latest
2	Kanishka Bedi	Production and Operation Management	Oxford	Latest
4	Roberta S. Russell, Bernard W. Taylor	Operations and Supply Chain Management	Wiley	Latest
5	Arun Kumar,N. Meenakshi, Chetankumar J Lad, Rajesh Faldu, Jigar Nagvadia, Richa Pandit, Prakash Patel	Production and Operation Management	Cengage	Latest
6	Heizer, Jayand Render, Barry	Operations Management	Pearson	Latest
7	Elwood S. Buffa and Rakesh K.Sarin	Modern Production and Operations Management	Wiley	Latest
8	David A. Collier, James R .Evans and Kunal Ganguly	Operation Management	Cengage	Latest
9	S. A. Chunawala, Dr. R. Patel	Production and Operations Management	Himalaya	Latest
10	Martin K. Starr	Production and Operation	Cengage	Latest
11	Chase, Shankar & Jacobs	Operations & Supply chain management	McGraw Hill	Latest
12	Indian Institute of Material Management	Logistics & Warehouse Management	Indian Institute of Material Management	Latest
13	Jana Shah	Supply chain management	Pearson	Latest

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

(b) List of Journals /Periodicals /Magazines/Newspapers/Web resources,etc.

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



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Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092051

Course / Subject Name : Production & Operations Management

CO- PO Mapping:

Semester 2	Productions & Operations Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	-	1	2	3
CO2	2	3	-	3	-
CO3	3	2	2	-	3
CO4	-	1	2	3	1
CO5	1	2	3	2	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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