MBA SEMESTER 1 SYLLABUS

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 1st SEMESTER

DOC NO: 4061

Subject Code: 30110101	**Subject Title:** Management Accounting
Pre-requisite: None	

Course Objective:

- Develop to understand various financial statements viz. balance sheet, income statement and statement of cash flows, and
- Draw relevant information and data contained in these statements.
- Assist the students in developing skills in problem solving and decision making in analysis and utilization of financial and accounting data for planning and control.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Accounting:** Concepts, Comparison among Financial Accounting, Management Accounting and Cost Accounting, Principles and Regulatory Framework, Transaction Processing and Accounting Cycle, Journal Entries, Ledger-posting, and preparation of trial balance	06	20
2	**Final Accounts:** Preparation of Final Accounts of Proprietorship, Preparation of Corporate Profit and Loss Account and Corporate Balance Sheet (Vertical Form) as per Companies Act, 2013	10	20
3	**Introduction to Accounting Standards**: IFRS and Indian Accounting Standards (Ind. AS), **Measuring and Reporting Assets:** Depreciation, Amortization, Asset Impairment, Investments and Inventory Valuation	08	20
4	**Financial Statement Analysis:** Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Reading Annual Reports	10	20
5	**Preparation and Analysis of Cash Flow Statement**	06	20

Course Outcome:

- Relate the significance of accounting information from different users of stakeholders.
- Understand the process of accounting in the Companies and accounting policies and standards to comply with.
- Construct Statement of Profit and Loss, a Balance sheet and a Statement of Cash Flows.
- Deduce relevant information from published financial statements for decision making.
- Compile and assess financial statements in accordance with globally acceptable Principles
- Analyze data from financial statements (assets, liabilities, equity, expenses, etc.)

List of References:

- Financial Accounting: A Managerial Perspective, R. Narayanaswamy PHI Learning Private Limited
- Accounting: Text and Cases, Latest Edition, By Anthony, R. N., Hawkins, D. F. & Merchant, K. A., McGraw-Hill Education
- Accounting for Managers, Latest Edition, By CA C. Rama Gopal, New Age International Publishers
- Financial Accounting: A Managerial Perspective, Latest Edition, By R. Narayanswamy, PHI
- Financial Accounting for Management, Latest Edition, By Ambrish Gupta, Pearson
- Accounting for Management: Text and Cases, Latest Edition, By S. K. Bhattacharya, Vikas Publishing House

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The Chartered Accountant
- The Management Accountant
- Indian Journal of Finance
- Business India / Business Today / Business World
- "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad
- Capital Market
- Dalal Street Investment Journal

Open e-Resource:

- https://nptel.ac.in/courses/110101131
- https://nptel.ac.in/courses/110106368
- https://nptel.ac.in/courses/110107127

List of Suggested Experiments:

- Select Company of your Choice and Calculate Profitability, Liquidity, Solvency and Ownership Ratios and conclude financial performance of the company.
- Perform Common size and comparative financial statement analysis on the companies of your choice.

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 1st SEMESTER

DOC NO: 4061

Subject Code: 30110102	**Subject Title:** Management Economics
Pre-requisite: General Awareness about Indian Economy	

Course Description:

This course will equip students with the concept of micro as well as the Macro economy. Which can further be used in making business decisions. The conceptual foundation of the course content like theories of demand and supply and theories of production will helpful to the students to understand the market structures and competitive framework. Apart from that the measure of GDP, Inflation and Interest rates will build the conceptual framework for the students to understand the Nation's economy.

Course Objective:

- The main objective of this course is to understand the basics of Micro and Macro economy as a pillar of any nation
- The Course also aims to serve basic economic principles of production and exchange as an Essential tool in making business decisions in today's global economy.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to the Basic concepts of Micro Economy- Introduction to Managerial Economics:** Overview and Understanding of Principles of Economics, **Market Demand and Supply:** Definition of Demand and Supply, Law of Demand and Supply, Factor affecting to Demand and Supply, Concept of Market Demand and Supply, Supply and Demand Together, **Elasticity and Its Applications:** Definition and Types of Elasticity of Demand & Supply, variety of curve of elasticity (Theory & Numeric), **The Cost of Production:** Definition of Various Production related costs, Long Run and Short run behavior of Cost (Theory & Numeric)	08	20

2	**Introduction to Market Structure - Perfect Competition:** Definition of Competitive Market, Profit Maximization & Supply Curve of Competitive Market, **Monopoly Competition:** Definition and Causes of Monopoly, Pricing Decision in Monopoly, Profit Maximization under monopoly, Concept of Dead weight loss under Monopoly, Price Discrimination, Public Policy towards Monopoly, **Monopolistic Competition:** Definition and Characters of Monopolistic Market, Difference between Perfect Competition and Monopolistic Competition, **Duopoly and Oligopoly Market:** Definition and Characters of Duopoly and Oligopoly, Concept of Game Theory, Condition of Nash Equilibrium, Public Policy towards Oligopoly Market	08	20
3	**Introduction to Basic Concepts of Macro Economy - Open-economy macroeconomics – Basic concepts:** Concept of Net Export and Net Capital Outflow, Defining Real and Nominal Exchange Rates, Theory of Purchasing Power Parity, **Concepts of Nation's Income:** Concept of Gross Domestic Product, Measurement of Gross Domestic Product (GDP),Real GDP, Nominal GDP and GDP Deflator (Theory & Numeric), **Concept of Cost of Living:** Concept of Consumer Price Index , Steps of Calculation of CPI, Calculation of Inflation based on CPI (Theory & Numeric), **Nation's Saving and Investment:** Financial Institution, Saving and Investment in the National Income Accounts, Market of Loanable Funds, **Production and Growth:** Definition of Productivity, determinants of Productivity, Economic Growth and Public Policy, **The Monetary System:** Meaning of Money, Federal Reserve System, and Money Creation through fractional reserve system, Money Multiplier, Bank and Money Supply.	08	20
4	**The Concepts of Aggregate Demand, Aggregate Supply and Inflation- Money Growth and Inflation:** Classical Theories of Inflation, The Costs of Inflation, **Concept of Aggregate Demand and Aggregate Supply:** Concept of Aggregate Demand and Aggregate Supply, Theories of Long Run and Short Aggregate Demand and Supply, **The Influence of Monitory and Fiscal Policy on Aggregate Demand:** Influence of Monetary Policy on Aggregate Demand, Influence of Fiscal Policy on Aggregate Demand, Policies to Stabilize Economy, **Short Run Trade-off between Inflation and Unemployment:** The Philip Curve, **Shift in Philip Curve:** The Role of Expectation and Supply Shock, Cost of Reducing Inflation.	08	20
5	**Applications of Managerial Economics in the Industries:** The Concept of Economics Applied to all Industry segments of the Nation	08	20

Course Outcome:

After completion of this course, the student will be able to

- Understand the fundamentals of Managerial Economics
- Learn the Impact and Influence of Micro and Macro Economy
- Differentiate the Market Structures and Understand Price Policies
- Understand the role of Economy to the Nation's Growth
- Evaluate the relationship between production and cost functions
- Evaluate the influence of economic policies on the socio-economic welfare of a country's citizens.

List of References:

- Economics: Principles & Applications, Latest Edition, By Gregory Mankiw, Cengage
- Managerial Economics: Theory & Applications, Latest Edition, By Dr D. M. Mithani, Himalaya Publication
- Managerial Economics, Latest Edition, by G. S. Gupta, Tata McGraw- Hill Publishing
- Managerial Economics, 19th Edition / Latest, by R.L. Varshney and K.L. Maheswari, Sultan Chand
- Principles of Macroeconomics, Latest Edition, by C. Rangarajan and B. H., Tata McGraw- Hill Publishing
- Economics, Latest Edition, by Samuelson and Nordhaus, Tata McGraw- Hill Publishing

Open e-Resource:

- https://nptel.ac.in/

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 1st SEMESTER

DOC NO: 4061

Subject Code: 30110103	**Subject Title:** Organizational Behaviour & Communications
Pre-requisite: Knowledge of the essentials of basic Organization principles	

Course Objective:

- Organizational Behavior is concerned with the application of managerial skills to individuals as well as groups of people. The goal is to assist students gain an understanding of human behavior and its impact on organizations.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Basics of Management:** Concepts of Management, Functions of Management, Managerial Roles, Management Principles by Management Gurus, **Understanding Concepts of OB:** Models of OB, Disciplines in the field of OB, Challenges and Opportunities of OB	7	10
2	**Personality & Values:** Personality Traits & Attributes, MBTI & Big Five Model, Values at Workplace, **Attitudes:** Components of Attitude, Job Satisfaction, Job Involvement and Organizational Commitment as work related attitudes, **Perception:** Attribution theory, frequently used shortcuts in judging others & Perceptual errors, **Motivation:** Maslow's Need Hierarchy, Herzberg's Two-Factor, Alderfer's ERG, McClelland's Need Theory, Victor Vroom's Expectancy & implementing motivation in corporates	10	30
3	**Group:** Types, Stages of group development, Techniques of group decision making, **Team:** Types, Skills used in effective team building, **Leadership:** Transactional & Transformational Leadership, Theories of Leadership: Behavioral theories, Fiedler model, LMX theory, Path-goal theory, Contemporary issues in leadership	10	30
4	**Communication and Negotiation:** Process of Communication, Functions, Modes, Channels, Barriers Communication forms and Purpose : Writing, Letters, Minutes of Meetings and Reports, Making Presentations and Group Discussions**,** Negotiation Process, Conflict resolving Strategies, Negotiation process	8	20
5	**Organizational Culture:** Types, Creating and Sustaining culture, Core values of Indian culture, **Organizational Change and Stress Management:** Process and Implementation of Change, Model of Stress, Approaches to Stress Management	5	10

Course Outcome:

At the end of the course, the students will be able to

- Describe organizational behavior and differentiate between the three levels of influence – individual, group and organization.
- Describe how individual personality and behavior impacts professional work experience.
- Discuss the impact that diversity of race, gender, ability, religion, and age has on the workplace
- Discuss the impact organizational culture has on individuals and the workplace.
- Debate and discuss the various theories of motivating the individuals.
- Compare and contrast the influence of leadership styles on employee motivation and satisfaction

List of References:

- Organizational Behavior, 13th / Latest edition, by Stephen P. Robins, Timothy A. Judge, Seema Sanghi, Pearson Education
- Management, Latest edition, by Stoner, Freeman and Gilbert Jr., Prentice Hall of India
- Understanding Organizational Behaviour, Latest edition, by Udai Pareek, Oxford Higher Education
- Organizational Behaviour, Latest edition, by Margi Parikh and Rajan Gupta, McGraw Hill
- Organizational Behavior, Latest edition, by Fred Luthans, McGraw Hill

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

1. Human Capital
2. Indian Management
3. IIMB Management Review

Open e-Resource:

1. Prof. Prof. Nawal Kishore , "Business Organisation and Management", MOOC, https://onlinecourses.swayam2.ac.in/nou22_mg07/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 1st SEMESTER

DOC NO: 4061

Subject Code: 30110104	**Subject Title:** Information Systems for Managers
Pre-requisite: Basic computer literacy	

Course Objective:

- To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
- To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
- To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Information Systems in Business:** Role of IT, Data vs. Information, Features/Attributes of Information, Dimensions of Information system, Changing environment & its impact on business, **Information System, Organizations & Strategy:** Features of organization, Impact of IT on Business, IS strategies for competitive advantage: Porter's Five Forces Model and Value Chain Model, **Information System in Business:** Types of Information Systems, Types of DSS, GIS, Intranet & Extranet, E-Commerce, E-Business & E-Governance	08	20
2	**IT Infrastructure & Wireless Technologies:** Overview of computer Hardware, Software, Communication networks & Physical Media, Moore's law, Types of Network topologies, Wireless Revolution: Bluetooth, Wi-Fi, WiMAX, RFID, WSN, **Enterprise systems:** Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning, Business Intelligence	08	20
3	**E-Commerce & M-Commerce:** Types of E-commerce, Overview of M-Commerce, e-payment systems in M-Commerce, Risks associated with E-commerce & M-Commerce, **Knowledge Management:** Types of knowledge, KM Value chain, Artificial Intelligence & Expert Systems: CBR, Neural Network, Fuzzy Logic, Genetic Algorithm, Intelligent Agents	08	20
4	**Ethical Issues:** Intellectual Property Rights, Cybercrime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware, spamming, jamming, cyber terrorism, moonlighting, spoofing, **Information Security:** First line of defence – People / employees, Second line of defence – Technology for authorization, prevention, detection and response	08	20

5	**Building Information System:** Business Process Re-engineering, Business Process Management, SDLC, Prototyping, **Contemporary Technologies:** Grid Computing, Digital Dashboard, Autonomic Computing- Cloud and Mobile computing, Internet of Things (IoT), Software as a Service (SaaS)	08	20

Course Outcome:

At the end of the course, the students will be able to

- Analyze how various information systems work together to accomplish the information needs and objectives of an organization.
- Analyze the role played by types of information systems at various levels and functional areas of the organization
- Analyze how information systems are used by various organizations across the world.
- Illustrate the impact of information systems in society in context of ethical, social and security concerns.
- Explain relationships between concepts of information systems, organization, management and strategy.
- Understand various cybercrimes & its prevention strategies.

List of References:

1. Management Information Systems: Managing the Digital Firm, 11th / Latest edition, by Kenneth Laudon, Jane Laudon & Rajanish Das, Pearson Education
2. Management Information Systems, 9th / Latest edition, by James A O'Brien, George M Marakas, Ramesh Behl, McGraw Hill
3. Management Information Systems for the Information Age, Latest edition, by Stephen Haag, Maeve Cummings, Amy Philips, McGraw Hill
4. Business Driven Technology, 2nd / Latest edition, by Stephen Haag, Paige Baltzan, Amy Phillips, Tata McGraw Hill
5. Management Information Systems **-** A Concise Study, Latest edition, by S. A. Kelkar, PHI
6. MIS: A South -Asian Perspective, Latest edition, by Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage
7. Management Information systems, Latest edition, by W.S. Jawadekar, McGraw Hill

List of Journals/Periodicals/Magazines/Newspapers, etc.

1. PC World
2. Dataquest
3. Electronics for You
4. Express Computer
5. Open Source for You

Open e-Resource:

1. Prof. Dr. Subodh Kesharwani, "Computer Application in Business", MOOC, https://onlinecourses.swayam2.ac.in/nou22_cm13/preview
2. Prof. Kunal Kanti Ghosh, Prof. Saini Das & Prof. Surojit Mukherjee, "Management Information System", MOOC, https://onlinecourses.nptel.ac.in/noc22_mg100/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 1st SEMESTER

DOC NO: 4061

Subject Code: 30110105	**Subject Title:** Business Statistics
Pre-requisite: Nil	

Course Objective:

- All the MBA graduates must have knowledge about various data analysis tools and techniques.
- This course will be helpful to understand concept of statistics, explore basic probability concepts, including measuring and modelling uncertainty, and will also use various data distributions, along with the Linear Regression Model, to analyze and inform business decisions.
- The course will help to apply the skills and knowledge of various statistics concept to solve an actual business problem.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Descriptive Statistics:** Introduction to Business Statistics, Definitions, Applications of statistics in business, Basic concepts and terms in business statistics, Types of data measurement (Nominal, Ordinal, Interval, Ratio), Data Presentation in Charts and Tables, Numerical Data (Histogram, Line graph, contingency tables), Categorical Data (Bar chart, Pie chart), Techniques of numerical descriptive measures, **Central Tendency:** Mean, Median, Quartile, Mode for grouped and ungrouped data,	08	20
2	**Variability/Dispersion**: Range, Interquartile range, standard deviation, standard variance, coefficient of variation for grouped and ungrouped data, **Shape/Skewness:** Kurtosis, Box plot	08	20
3	**Probability:** Introduction to Probability, Definitions and basic concepts, **Types of probability:** Marginal, Joint, Conditional, Revision of probability (Bayes' Theorem), **Probability Distributions:** Discrete Vs Continuous distributions, Expected value and variance of a distribution, Discrete Probability Distributions (Binomial, Poisson), Continuous Probability Distributions (Normal),	08	20
4	**Sampling and sampling Distributions:** Introduction to sampling, Sampling process, Sample designs, Sample size (Calculation), **Statistical Inference:** Estimation for Single and Two Populations; Analysis of variance (One way ANOVA only)	08	20
5	**Correlation & Regression:** Correlation, Simple Linear Regression, Simple linear regression determination, Inference about slope and correlation coefficients, Residual Analysis, Measure of variations	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Explain basic statistical concepts such as statistical collection, species characteristics, statistical series, tabular and graphical representation of data
- Understand measures of central tendency, dispersion and asymmetry, and correlation
- Assess the applicability of statistical tools and techniques for solving business problems
- Identify relevant quantitative techniques which are best suited to solve a particular management problem or answer a particular research question.
- Analyze data and information with the use of globally accepted basic tools/techniques and derive solutions for appropriate business problems.
- Interpret the results of quantitative analysis and justify the analytical conclusions in written and visual formats.

List of References:

- Business Statistics for Contemporary decision making, Latest Edition, by Ken Black, Wiley
- Statistics for Management, Latest Edition, by Richard S. Levin, David S. Rubin, Pearson

Open e-Resource:

- https://nptel.ac.in/courses/110107114
- https://onlinecourses.nptel.ac.in/noc20_mg23/preview
- https://www.coursera.org/specializations/business-statistics-analysis

List of Suggested Experiments: NA

Gandhinagar University UG/PG

Semester- VIII

Subject Code: IKS0201	**Subject Title: Indian Ancient History and Cultural Heritage**

Course Objective:

- Foster an appreciation for the composite nature of Indian history, culture and heritage.
- Instill a sense of love and belonging among learners, contributing to nation-building efforts.
- Provide an overview of various components of cultural heritage, including fairs, festivals, dances, art, architecture, and historical landmarks, which are crucial for a deeper understanding of history.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
01	0	2	02	0	25/ Project	25/ Project		50

Subject Contents			
Sr. No	**Topics**	**Total Hours**	**Credit**
1	**Indian Ancient History:** Introduction of Ancient India. Harappan Civilization. Rigvedic & Later Vedic Period. India in the 6th Century B.C. Persian and Greek invasions and its impact. Mauryan and Gupta Periods. Post – Mauryan. **Brief History of the Sanskrit literature:** The Vedas, The Brahmanas and Upanishads & Sutras, Epics: Ramayana and Mahabharata & Puranas.	15	1
2	**Indian Cultural Heritage:** Ethnic Indian Cultural Construct – Fairs & Festivals and their historical background. Indian dances as Cultural Heritage. Indian Architecture: Temples, Stupas, Caves, Chaityas. Medieval Architecture and Colonial Architecture. **Social culture in India-** Vedic culture. Ancient period- varna and jati, family and marriage in India, position of women in ancient India, Contemporary period; caste system and communalism.	15	1

Course Outcome: After completion of this course, students will be able to

- Demonstrate knowledge of the key events, periods, and figures that have shaped Indian history from ancient to modern times, including their impact on the socio-political and economic landscape.
- Analyze the rich cultural heritage of India, including art, architecture, literature, and philosophy, while recognizing the contributions of various communities to India's pluralistic society.

List of Text Books:

- An advanced history of India – causes and decline of Guptas by B.C. Majumdar and others, 1967, Macmillan.
- Ancient India by R.C. Majumdar, 1977, Motilal Banarasi Das.
- History of Ancient India by Rama sankar Tripati, 1942, Motilal Banarasi Das.
- History and culture of India to 1000 A.D. by H.V. Srinivasa Murthy, 1980, S. Chand and Co.
- History of South India by K.A. Nilakanta Sastry 1976, Oxford University Press.
- History of Ancient India by Krishnaswamy Aiyangar, 1980, Seema Publishers.
- Ancient India by V.D. Mahajan, 1985, S.Chand and Company.
- Advance History of India by K.A. Nilakantasastry and C.S.Srinivasachari, 1980, Allied Publishers.
- Ancient Indian History and Civilization by Silendranath Sen, 1988, Wiley Eastern.
- Lothal and Indus Civilizations by S.R.Rao, 1972, Asia Publishers, Madras

MBA SEMESTER 2 SYLLABUS

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 2nd SEMESTER

DOC NO: 4061

Subject Code: 30110201	**Subject Title:** Corporate Finance
Pre-requisite: Basic Financial Literacy	

Course Description:

This course will equip students with the basic concepts of Financial Management in an Organization. Apart from that this will teach the students several analytical tools and techniques to understand and evaluate the Financials of the Company and the Project undertaken by the company. Further this course also make students understand the concept of capital structure and working capital Management of the Company.

Course Objective:

- The main objective of this course is to understand the basics of Corporate Finance.
- The subsequent aim of this course is to equip the students with the Numerous Tools and Techniques of Corporate Finance Management.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to the Basic concepts of Corporate Finance (Theory)**: Meaning, Objective, Scope, and Functions of corporate Finance, Corporate Finance Decisions: Investment, financing and dividend decisions, Goals of Corporate Finance: Profit Maximization vs. Wealth Maximization, **Understanding Basics of Valuation**: - Time value of money (Theory & Numeric Examples) : Simple Present & future value, Present & future value of an annuities & perpetuity, Preparation of Loan Amortization Schedule, Valuation of Securities (Bond & Stocks) - (Theory & Numeric Examples).	08	20
2	**Financial Decision of the Company: - Introduction to Source of Long-Term Finance (Theory):** Debt, Equity, Preference Shares, Bonds etc., **Cost of Acquiring Finance (Theory & Numeric Examples):** Concept of Cost of Capital and its significance, Measurement of cost of capital of various source of funds, Weighted Average Cost of Capital (WACC).	08	20

3	**Concept of Capital Structure Decision (Theory & Numeric Examples):** Various theories of Capital Structure & Optimum Capital Structure. **Capital Structure & Leverages (Theory & Numeric Examples) :** Operating, Financial and Combined Leverage, EPS-EBIT Indifference point	08	20
4	**Investment Decision - Capital budgeting (Theory & Numeric Examples):** Meaning and Process, Various Discounted and Non-discounted Techniques to analyse capital budgeting decisions, Conceptual Framework of Capital rationing, **Dividend Decision (Theory):** Meaning of Dividend, Types and Kinds of Dividend, Various Determinants of Dividend Policy. **Dividend Decision and Firm Valuation (Theory & Numeric Examples):** Various Relevance and Irrelevance theories of dividend decision and its impact on valuation of Firm	08	20
5	**Working Capital Decision of the Company- Introduction to Working Capital (Theory):** Concept and significance of Working Capital, Determinants of working capital, Estimation of Working Capital Requirement **(Theory & Numeric Examples)**, Cash Management **(Theory & Numeric Examples)** , Financing of working capital needs, Receivables Management	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand the basic concepts of finance and various valuation techniques of Corporate Finance
- Workout long term sources of finance and its cost of capital.
- Calculate Leverages for the company and assess the valuation of the capital structure.
- Assess Various corporate project based on the capital budgeting techniques
- Examine influence of various types of dividend on the valuation of firm.
- Comprehend sources of working capital and estimate working capital requirement of the organization.

List of References:

- Financial Management, theory and Practice, Latest Edition, by Prasanna Chandra, McGraw –Hill
- Financial Management, Latest Edition, by I M Pandey, Vikas Publication
- Financial Management, Latest Edition, by M. Y. Khan and P.K. Jain, McGraw –Hill
- Financial Management, Latest Edition, by Principles and Practice. G. Sudarsana Reddy, Himalaya Publication
- Financial Management, Latest Edition, by Rajiv Srivastava & Anil Misra, Oxford Publication
- Financial Management, Latest Edition, by P C Tulasiyani, S. Chand
- Financial Management, Latest Edition, by R. P. Rastogi, Taxman

Open e-Resources:

- https://in.coursera.org/learn/wharton-finance
- https://onlinecourses.nptel.ac.in/noc21_mg93/preview

List of Suggested Experiments/Assignment:

- Select the Company and Conduct the capital structure analysis and compare it with the industry standards
- Carry on working capital analysis of past five year for the choice of company and comment on the working capital of the organization
- Select the stocks and workout valuation of stocks based on the Dividend discounting model
- Apply Capital budgeting technique in the hypothetical example in order to assess the performance of the project.

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 2nd SEMESTER

DOC NO: 4061

Subject Code: 30110202	**Subject Title:** Marketing Management
Pre-requisite: NIL	

Course Objective:
- To understand the concepts of marketing management
- To understand the marketing environment
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers for decision making

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Defining Marketing for New Realities:** Value and Scope of Marketing, Core Marketing fundamentals, **Developing Marketing Strategies and Plans:** Marketing and Customer Value, Corporate & Divisional Strategy, Marketing Plan, **Creating Customer Value and Loyalty:** Customer Perceived Value, Customer Life Time Value, SWOT Analysis, Customer Relationship Management, **Collecting Information & Forecasting Demands:** Scanning the Business Environment, Internal and External Sources of Information	08	20
2	**Analyzing Consumer Markets:** Factors Influencing Consumer Behaviour ,The Buying Decision Process, **Analyzing Business Markets:** Organizational Buying and its buying Process, **Identifying Market Segments & Targets:** Basis of segmentation, Criteria for effective segmentation, Fundamentals of targeting, **Dealing with Competition:** Strategies to deal with competition, PLC analysis	08	20
3	**Creating Brand Equity:** Meaning of branding, Models of branding, Managing brand equity, **Crafting Brand Positioning:** Choosing POP & PODs, Co-branding & Ingredient branding, **Setting Product Strategy:** Product Characteristic and Classification, Importance of Packaging, **Designing and Managing Services:** Nature of Services, 7P's of service, SERVQUAL survey, **Developing Pricing Strategies and Programs:** Importance of pricing, Steps of setting price, Respond to price changes,	08	20

	Introducing New Market Offerings: New Product Development Process, Testing & Commercialization		
4	**Designing and Managing Integrated Marketing Communications:** The Role of Marketing Communication, Developing Effective Communication, Managing Integrated Marketing Communications, **Managing Mass Communications:** 5 M's of Advertising, Major sales promotion tools, Events & Experiences, Functions and PR decisions, Tools in marketing PR, **Managing Personal Communications:** Direct Marketing, Database Marketing, Interactive Marketing, Principles & Steps of Personal Selling	08	20
5	**Designing and Managing Marketing Channels:** Channel Design and Management Decisions, Channel Conflict & its handling strategies, **Managing Retailing, Wholesaling, and Logistics:** Functions of Retailers & Wholesalers, Types of Retailers & Wholesalers, Private Labels, **Entering into Global Markets:** Ways to go global, Understanding Country of Origin Effects, Ethnocentrism & its impact, **Contemporary Topics:** Rural marketing, Social Media marketing, Marketing Myopia, Sensory marketing, Holistic marketing, Ambush marketing	08	20

Course Outcome:

At the end of the course, the students will be able to

- Classify markets into segments, analyze a given market on the basis of segmentation, targeting and positioning.
- Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
- Deduce the global nature of marketing and design relevant strategies to operate effectively in international settings.
- Prioritize the ethical and environmental concerns linked to marketing activities while formulating marketing strategies.
- Compile reasoned and factually supported marketing reports effectively in written work and oral presentation.
- Build and improve on the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

List of References:

- Marketing Management, 15th / Latest edition, by Philip Kotler & Kevin Lane Keller, Pearson Education
- Marketing Management – A South Asian Perspective, Latest edition, by Kotler, Keller, Koshy & Jha, Pearson Education
- Marketing Management - Indian context, Latest edition, by Ramaswami & Namakumari, Macmillan India
- Principles of Marketing – A South Asian Perspective, Latest edition, by Lamb, Hair, Sharma & McDaniel, Cengage Learning
- Marketing Management, Latest edition, by Arunkumar & Meenakshi, Vikas Publishing

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Indian Journal of Marketing
- The IUP Journal of Marketing Management
- The IUP Journal of Supply chain Management
- The IUP Journal of Brand Management

Open e-Resources:

- Prof. Dr. Anupriya Pandey, “Principles of Marketing”, MOOC, https://onlinecourses.swayam2.ac.in/nou22_cm12/preview
- Prof. Dr. Ashis Mishra, “Introduction to Marketing Essentials”, MOOC, https://onlinecourses.swayam2.ac.in/imb22_mg37/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 2nd SEMESTER

DOC NO: 4061

Subject Code: 30110203	**Subject Title:** Human Resource Management
Pre-requisite: Students should have basic knowledge of fundamentals of Management	

Course Objective:
- This course is designed to introduce the students to the concept of Human Resource Management (HRM).
- The focus of this course will be on the understanding of key functions of HRM and its applications in the organization.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction of Human Resource Management:** Meaning, Objectives, Functions of HRM, Role and Qualities of HR Executives, Changing environment of HRM in India, **Personnel Planning and Recruiting:** Process of HRP, Sources of Recruitment, **Employee Testing and Selection:** Types of Tests, Selection Process	08	20
2	**Job Analysis:** Process, Methods, Job Description and Job Specification, Various Job Evaluation Methods, **Interviewing Candidates:** Types of Interviews, Common interview problems, Guidelines for effective interview process, **Training and Development Methods:** On the Job and Off The Job Training; Methods of Development	08	25
3	**Performance Management and Appraisal:** Meaning & Methods, MBO, Appraisal Problems, **Establishing Strategic Pay Plans:** Various types of Pay plans in corporates	08	20
4	**Legal Aspects of HRM:** Industrial Relations & its terminology, The Industrial Disputes Act, 1947, Collective Bargaining, International Labor Organization, Trade Unions Act, 1926	09	20
5	The Factories Act, 1948, The Minimum Wages Act, 1948, **Social Security:** Employee State Insurance, Maternity Benefit, Payment of Gratuity, Employee Provident Fund, **Contemporary Trends in HRM:** Competency Mapping, Work Life Balance, Red Hot Stove Rule, Employee Burnout, Glass Ceiling, Knowledge Management, HRIS	07	15

Course Outcome:
At the end of the course, the students will be able to
- Create strategic Human Resource policies for getting competitive edge and integration of HR policies with the industry
- Evaluating the various tools of recruitment and selection based on the industry.

- Investigating the changing role of HR in the international context for areas like workplace diversity, expatriate pay etc.
- Specify IR practices within the legal ambit for reducing industrial conflicts and disputes and evaluate ethical practices in the functions like compensation and performance management system.
- Appraise and debate the applicability of HRM practices for a given situation.
- Appraise and debate the importance of communication in various HRM functions like job analysis training etc.

List of References:

- Human Resource Management, Latest edition, by Garry Dessler & Biju Varkkey, Pearson Education
- Industrial Relations, Trade Unions and Labour Legislations, Latest edition, by P.R.N.Sinha, Indu Bala Sinha and Seema Shekhar, Pearson Education
- Human Resource Management, Latest edition, by K. Ashwathappa, Tata McGraw-Hill Publication
- Human Resource Management, Latest edition, by Pravin Durai, Pearson Education
- Human Resource Management, Latest edition, by Uday Kumar Haldar & Juthika Sarkar, Oxford Publication

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Human Capital
- Indian Management
- IIMB Management Review
- Asian Journal of Management Cases

Open e-Resource:

- Dr. Nayantara Padhi , "Management of Human Resources", MOOC, https://onlinecourses.swayam2.ac.in/nou22_mg04/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 2nd SEMESTER

DOC NO: 4061

Subject Code: 30110204	**Subject Title:** Production & Operations Management
Pre-requisite: Basic Knowledge of Business Operations	

Course Description:

- This course will provide the basic understanding of Production and Operations Management. Apart from that this will teach the students several Production and Operations Management Concepts which Includes Product and Plant Layout, Product design Concepts, Job Sequencing, Network diagram for the Production and Operations and also it will drive the practical understanding of Operations of the Production Plant

Course Objective:

- The main objective of this course is to understand the basics of Production and Operations Management
- The Course also aims to equip the students with the different aspects of the Production and Operations management like, Product Design and Layout, Facility Location and Layout, Sequencing, Project Evaluation and Review Techniques.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	Topic	Total Hours	Weight (%)
1	**Introduction to the Basics of Production and Operations Management- Production & Operations Management:** Definition, production functions, Functions & Responsibilities of Production management and its relations to other management functions. Difference between services and Manufacturing, **Product and Service Design:** Objectives, Lifecycles, Standardization, Mass customization, Differentiation. Reliability, improving reliability. Phases in product design and development. Design for manufacturing, concurrent Engineering, CAD, and Recycling Component Commonality, Service Design, **Process design:** Different types of process with its merits and demerits, process classification based on order, process selection.	08	20
2	**Facility Location:** Need for location decisions, Nature of location decisions, Factors affecting location & site decisions, selection of the site for the plant. Procedures for location decisions, Factor rating method, Centre of gravity Method, Least cost method, **Facilities Layout:** Concept of Facility Layout, repetitive product and process layouts, Fixed position layout, combination layout, Cellular layout, Group technology, designing product layouts, **Material Requirement Planning (MRP):** definition and concept, **Inventory Management (theory and numerical):** Nature and importance of Inventory, Functions and Objectives, Requirements for effective Inventory ,Management, Inventory costs, Inventory Classification System, ABC Analysis, EOQ Models, Economic Production Quantity Model	08	20

3	**Operation Scheduling:** Objectives and Types of Operations Scheduling, **Job Sequencing (Theory & Numeric):** definition and conceptual framework, **Waiting Line Analysis (Theory & Numeric):** definition and conceptual framework, **Line of Balancing:** definition and conceptual framework, **Project management:** Project scheduling using network PERT/CPM, (theory and numerical)	08	20
4	**Quality Assurance and Control:** Definition of Quality management, Various Dimensions of Quality, cost of quality control, Quality Cost Audit, Statistical process control, Control charts, and acceptance sampling concept, **ISO Quality Systems:** ISO:9000, ISO:14000, **Total Quality Control:** Concept, KAIZEN, six sigma concept, Conceptual Framework of Industry Safety	08	20
5	**Applications of Production and Operations Management in the Industries:** The Concept of Production and Operations Management Applied to all Industry segments either Service segment or Manufacturing Segment of the Industry.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand the basics of Production and Operations Management
- Learn the Various Concepts of Product Development and Facility of Production
- Define and Draw the Network Diagram for the Production Process
- Understood the Queue Management System in an Organization
- Compare and contrast operations management practices among different cultures.
- Analyze the current global production and operations management practices and deduce the applicability of these practices to local manufacturing units.

List of References:

- Production and Operation Management, Latest Edition, by Kanishka Bedi, Oxford Publication
- Production and Operation Management, Latest Edition, by S. A. Chunawala, Dr. R. Patel, Himalaya Publication
- Production and Operation Management, Latest Edition, by Arun Kumar, N. Meenakshi P., Cengage
- Operations Management for Competitive Advantage, Latest Edition, by Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K., TMH
- Operations Management, Latest Edition, by Heizer, Jay and Render, Barry, Pearson

Open e-Resources: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 2nd SEMESTER

DOC NO: 4061

Subject Code: 30110205	**Subject Title:** Research Methodology
Pre-requisite: Graduation in any field	

Course Objective:

- Social science research allows scholars to make sense of the social world, to discover why people think and act like they do and how important institutions act.
- The main purpose of research methodology is to provide a broad introduction to the methodological foundations and tools to study mass communications. One will learn about the broad range of designs used in communication research from laboratory and field experiments, surveys, content analysis, focus groups and in-depth interviewing.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to research:** Meaning of research, Objective of research, Significance of research, Types of research, Research Problem, Literature review, Systematic literature review, Citations, Research Questions & Research Objectives, hypothesis formulation	08	20
2	**Research Design:** Meaning of research design, Need for research design, Features of Research design, **Types of research design:** Exploratory, Descriptive, Causal	08	20
3	**Qualitative and Quantitative Research Methods:** Meaning and definitions, Major differences between qualitative and quantitative research, **Method of qualitative and quantitative research:** Survey method, Structured interview, Structured Observation, Focus group, Projective techniques	08	20
4	**Questionnaire Design:** Questionnaire design process (Measurement and Scaling), Data entry in EXCEL and SPSS, **Data collection & Report writing:** Preparation of data (Editing, Coding, data entry), Validity and reliability	08	20

5	**Hypothesis Testing:** Parametric tests (T test, Chi Square), Nonparametric tests (Chi Square, Spearman's Rank Correlation, Mann-Whitney U Test, Wilcoxon Sign Paired Rank, Kruskal Wallis, Friedman's test) , Tabulation and Cross tabulation, Research report writing	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Propose appropriate research designs and methodologies to apply to a specific research project in a business function.
- Determine the relevance of research tools and techniques for analyzing and evaluating research problems.
- Develop a comprehensive research methodology for a given research question.
- Analyze qualitative and quantitative data as a part of a defined research project.
- Evaluate literature from or a given research problem from the global and national perspectives.
- Construct an effective research proposal for a given study in a management function.

List of References:

- Business research methods, Latest Edition, by Zikmund Willium, Thomson
- Business Statistics for Contemporary decision making, Latest Edition, by Ken Black, Wiley
- Marketing research – An applied orientation, Latest Edition, by Naresh Malhotra and Satyabhusan Dash, Pearson
- Business research methods, Latest Edition, by Donald R. Cooper and Pamela Schindler, TMH
- Business research methods, Latest Edition, by Naval Bajpai, Pearson

Open e-Resource:

- https://www.coursera.org/browse/physical-science-and-engineering/research-methods
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- https://www.udemy.com/topic/research-methods/

List of Suggested Experiments: NA

Gandhinagar Institute of Management

MBA

Semester II **DOC NO: 4061**

Subject Code: AEC015	Subject Title: Personality Development for Effective Leadership
Pre-requisite: NA	

Course Objective:

- To help students in enhancing their self-awareness, interpersonal skills, and overall personal grooming.
- To foster personal growth and development by focusing on self-awareness, communication skills, emotional intelligence, and goal setting.
- To explore various aspects of personality enhancement and leadership qualities for improving their confidence, firmness, and relationships with others.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
2	-	-	2	25	25	-	-	50

Subject Contents			
Sr. No	**Topic**	**Total Hours**	**Weight (%)**
1	**Understanding Personality Development** • Definition and Importance of Personality • Determinants of Personality: Heredity and Environment • Theories of Personality (Big Five Model, MBTI, etc.) **Self-Awareness and Self-Analysis** • SWOT Analysis for Personality Growth • Building Self-Confidence and Positive Thinking • Overcoming Self-Limiting Beliefs **Leadership and Its Significance** • Definition and Characteristics of an Effective Leader • Leadership vs. Management • Different Leadership Styles (Autocratic, Democratic, Transformational, etc.) **Effective Communication Skills** • Verbal and Non-Verbal Communication • Barriers to Communication and Overcoming Them • Public Speaking and Presentation Skills	10	50%

2	**Emotional Intelligence (EI) and Leadership** • Components of Emotional Intelligence (Self-Awareness, Self-Regulation, Motivation, Empathy, Social Skills) • Role of EI in Decision-Making and Conflict Resolution • Developing Empathy and Active Listening Skills **Building Leadership Skills** • Goal Setting and Strategic Thinking • Motivation and Team Building • Time Management and Delegation **Decision-Making and Problem-Solving** • Decision-Making Models (Rational Model, Intuitive Model, etc.) • Overcoming Decision-Making Biases • Critical Thinking and Analytical Skills **Ethics and Values in Leadership** • Ethical Decision-Making in Leadership • Corporate Social Responsibility and Leadership Ethics • Leading with Integrity	10	50%

Course Outcome:

- To comprehend the role of confidence and self-esteem in personal development.
- To create a comprehensive action plan for personality enhancement and leadership development.
- To cultivate personality and leadership qualities in diverse and inclusive environments.
- To formulate ethics & values in Leadership

List of Textbooks:

- D. P. Subharwal – Personality Development Handbook
- Rajiv Mishra – Personality Development: Transform Yourself
- Dr. Shailesh Tondon & Dr. Asish Kaushal – Personality Development & Grooming
- Del Carnegie – The Leader in You
- Andrew Bryant – Self Leadership
- Peter G. Northouse – Leadership: Theory and Practice
- Radcliffe – Leadership: Plain and Simple

List of Reference Books: NA

Open e-Resource:

- English GUETA Website
- English GUETA App
- English GUETA YouTube Channel

List of Suggested Experiments: NA

INTERNSHIP / FIELDWORK

GANDHINAGAR UNIVERSITY

(Established and Incorporated Under Gujarat Private Universities Act 2009, Amendment: Guj. Act No. 7 of 2022)

Gandhinagar Institute of Management

Master of Business Administration

Handbook

of

SUMMER INTERNSHIP PROJECT (SIP)

Subject Code: 30110300

Credit: 4

Contents

Sr. No.	Topic
1	Introduction: Summer internship Project (SIP)
2	Objectives: Summer internship Project (SIP)
3	Guidelines regarding contents and flow of the project – What is to be done
4	Criteria for evaluation of SIP
5	Frequently Asked Questions (FAQs) for SIP
6	Annexure I: Parameters for Evaluation
7	Annexure II: Formatting Specifications

1. INTRODUCTION:

The students will have to undergo Summer Training for **Six to Eight Weeks (42 to 56 days)** after the completion of the Second Semester and submit a **"Summer Internship Project Report**" by the end of training.

Summer Internship Project (**SIP**), is an integral part of the academic curriculum of MBA. For the successful completion of the MBA program, students are required to undergo to SIP as per the prescribed format and duration. Students are required to work with an organization for hands onexperience during the semester gap of Semester II and semester III.

2. OBJECTIVES:

- SIP aims at widening the student's perspective by providing an exposure to real life organizational environment and its various functional activities.
- This will enable the students to explore an industry/organization, build a relationship with aprospective employer, or simply hone their skills in a familiar field.
- SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA into practice while working on a business plan or trying out a new industry, job functionof organization.
- The organization, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The summer interns also serve as unofficial spokespersons of the organization and help in image building on campus.
- Some ideal projects for summer internships can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, HR functions, retail/investment banking, industry analysis, new product launches, sales and distribution, market research andadvertising, etc., among others. However, this is not an exhaustive list of areas but can be varied to suit the requirements of the organizations where the student has to undergo internship. In some cases, even field work can also become an integral part of SIP. The student need not stay away from taking up such projects.
- An additional benefit that organizations may derive is the unique opportunity to evaluate thestudent from a long-term perspective. Thus, the SIP can become a gateway for final placement to the student.
- The student should ensure that the data and other information used in the study report is obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization.

3. WHAT IS TO BE DONE?

- The student has to undertake project individually or in a group of 02 students. SIP Report is to be submitted by every student/group separately.

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

- The University encourages SIP Campus Placement offers by Organizations recruiting SIP trainees from the MBA Institutes. Thus, there shall be no limit on the number of students whocan be allowed from one Institute, to undertake the SIP in one organization.

- The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to understand the organization /functions /departments / major processes / systems / culture / best practices and in-depth study ofany one function / department and the industry/field in which the organization is operating. Student is expected to use appropriate tools / models / theories while analyzing organization and its industry in consultation with faculty guide.

- Thereafter, the student should prepare a report and submit one copy to the organization and one copy to the institute. Students may submit hard copy or soft copy of report to the Organization / institute as per their requirement. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submittedto the institute.

- The university will arrange the external viva - voce for SIP. The student is expected to makea **15-20 minutes presentation** before the examiner regarding the SIP project work undertaken, which will be followed by questions by the examiner.

- Plagiarism of SIP report should be up to 30% only.

4. Criteria for Evaluation of SIP

- The total marks for the SIP project will be **100 Marks** and it carries **4 credits**. The marks will beawarded in proportion of 60:40 by external and internal examiners respectively.

- **Internal Viva:** The institute has to conduct internal viva at institute level where internal faculty guide will give marks out of 40 to each student appearing for Viva.

- **External Viva:** External examiner shall be appointed by University. He / she will give marks out of 60 on the basis of parameters given in Annexure I.

The external examiner shall have to give his / her comments to each student, immediately during orafter the student's viva is over and before the next student's viva commences. The comments should reflect each student's contribution and performance, as well as the overall project's qualityand significance. The reports should not be given back to the students; they should be handed to the Institute.

At the end of the viva, the External Examiner has to ensure that the marks given in the hard copyof the mark sheet are handed over to GU by himself / herself before leaving the exam center.

5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of SIP?	**The duration of SIP is 6-8 weeks (42-56 days).**
2	Is less than 6-8 weeks SIP allowed?	**No**, less than 6-8 week training is not allowed in any case in SIP. Such students are not allowed in the SIP Viva Evaluation. The students have to take training in next summer & prepare a new project and have to appear as a **remedial student** in SIP Viva.
3	How many students are allowed in one company/organization?	There is no limit on the number of students from one Institute undertaking the SIP in one organization. The possibility of genuine and quality project work should be explored by the Institute though.
4	Is Joint Project allowed in SIP?	**Yes, Joint project is allowed in SIP but not more than two students are allowed** in a group.
5	Is it required to study Functional Departments of the Organization / Company?	**Yes, it is compulsory** for all the students to study functional departments of the company / organization and put the details of the same into SIP report.
7	What are the credits and marks of SIP?	SIP carries **4 credits** and **100 marks**
8	Is it compulsory for student to work under the guidance of Internal (Institute) faculty	**Yes, it is compulsory** for institute to allocate internal faculty to each student. These internal faculty will act as an internal guide for SIP
9	What is the proportion of Internal and External marks in SIP?	**The proportion is 60:40.** Out of total marks of 100, the internal examiner has to give marks out of 40 and the external examiner has to give marks out of 60
10	Is it compulsory for the institutes to organize internal VIVA atinstitute before University SIP VIVA?	**Yes, it is mandatory** for all the institutes to organize internal SIP viva for their students. The internal evaluation carries 40 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.

11	Is it required to attach company Certificate in the project report?	**It is must** for all the students to attach company certificate in the project report individually. The company certificate must consist the duration for which the student has taken training in the organization. (starting date and ending date)
12	Is it required to attach institute certificate in the project report?	**Yes, it is required** for all the students to attach institute certificate in the project report. The institute certificate must be signed by internal faculty and counter signed by Dean of the programme.
13	How much plagiarism/ similarity is allowed in the SIP report?	Up to 30% plagiarism is allowed in the SIP reports.
14	If plagiarism is above 30%, what should be done?	**If plagiarism is above 30% the said report is not accepted for SIP viva.** It is the responsibility of the internal guide to check the plagiarism level and in any case if it is found that the plagiarism percentage is above 30, re-work should be given to student. Such students are not allowed to appear in the external viva examination of SIP
15	Is it compulsory to attach Plagiarism report?	**Yes, it is compulsory** for all the students to attach plagiarism report in the SIP report
16	What is the passing criteria in SIP?	The passing criteria of SIP is same like other subjects of MBA course.

Annexure -I

PARAMETERS FOR EVALUATION

Sr. No.	Parameters	Weightage (%) for internal and external assessment
1	Understanding of Industry	20
2	Understanding of Organization	20
3	In-depth study of any one function / department	20
4	Learnings from the study	10
5	Presentation tool/s and communication skill	10
6	Q / A handling	10
7	Report writing	10

Note:

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

Annexure II

FORMATTING SPECIFICATIONS FOR REPORT:

- Entire Report in Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing:1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Border of the page: Nil
- Header/Footer: Nil
- Page no.: Right side bottom corner of the page (i.e.: Page 1 of 50)
- Printing of Report: Single side of paper
- Binding of Report: One Hard Binding (Black Color Cover & Golden color Fonts) & One Spiral Binding
- Number of hard Copies: Two hard copy (Student has to bring two hard copy at the time of External SIP viva. Student has to take back their own hard copy (Spiral) of report, once the viva- voce is over & second copy (Hard binding) need to be handed over to their respective internal guide)

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Marketing Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA
SEMESTER 03

Subject Code: 30110311	**Subject Title:** Consumer Behaviour
Pre-requisite: Basics of Marketing management	

Course Objective:

- To understand the concepts, theories, and principles from the social sciences that apply to consumers and their purchase behavior.
- To learn how to make appropriate marketing decisions based on a sound knowledge of consumer behavior concepts.
- To become a better consumer, understanding how consumer behavior principles may affect your own buying patterns.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Understanding the Consumer:** Consumer Behavior and the Marketing Concept, Customer Value, Satisfaction and Trust, The Impact of New Technology on Marketing. **Projective Techniques:** Meaning, Types of techniques**. Market Segmentation and Strategic Targeting**: Types of Segmentation, criteria of effective segmentation.	08	20
2	**Consumer as an Individual: Part I** **Consumer Motivation:** Concept & Theories of Motivation. **Consumer Personality:** Meaning, Theories of Personality, Self-Image. **Consumer Perception:** Elements, Consumer Imagery.	08	20
3	**Consumer as an Individual: Part II** **Consumer Learning**: Elements, Theories of Learning**. Consumer Attitude:** Components of attitude, Structural model of attitude, Strategies of attitude change.	08	20

4	**Social-Cultural settings & Consumer Behaviour** **Family & Social class:** FLC, Measurement of social class. **Culture:** Measurement of culture, Core values of Indian culture. **Cross Culture:** Meaning & its importance on consumer behaviour, Global & Local.	08	20
5	**Consumer Decision Making** **Opinion Leadership:** Meaning, Dynamics of Opinion leader, Measurement of Opinion leader. **Diffusion of Innovations:** Diffusion process, Adoption process, Adopter categories. **Contemporary Topics:** Neuro marketing, Consumerism.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Develop and categorize appropriate marketing strategies for different segments of consumers
- Develop comprehensive communication skills need to identify and address consumer behaviour.
- Evaluate the factors affecting consumer behaviour in detail.
- Analyze the consumer decision process.
- Assess the impact of consumer's motivation, personality on the buying behaviour.
- Understanding the legal rights of a consumer.

List of Text Books:

- Consumer Behaviour, Latest Edition, by Leslie Lazar Kanuk, S. Ramesh Kumar, Leon Schiffman, Pearson
- Consumer Behavior: Insights from Indian Market, Latest Edition, by Majumudar Ramanuj, PHI

List of Reference Books:

- Consumer Behaviour: Buying, Having and Being, Latest Edition, by Michael R. Solomon, Pearson
- Consumer Behaviour, Latest Edition, by Martin M. Evans, Gordon Foxall, Ahmad Jamal, Wiley

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Indian Journal of Marketing
- Asian Journal of Management Cases
- The IUP Journal of Marketing Management
- Vikalpa: The Journal of Decision Makers
- Indian Management

Open e-Resource:

- https://onlinecourses.swayam2.ac.in/imb23_mg07/preview
- https://archive.nptel.ac.in/noc/courses/noc22/SEM1/noc22-mg47/

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110312	**Subject Title:** Sales & Distribution Management (Marketing Specialisation)
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand with the principles, strategies and skills of selling and managing the selling function.
- The course will also provide an understanding of the tools and techniques necessary to effectively manage the sales function, the sales organization and the sales individual.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Sales Management:** Nature and scope of sales management, setting and formulating personal selling objectives, recruiting and selecting sales personnel, Sales organization and structures	08	20
2	**Developing and Conducting Sales Training Programmes:** Designing and Administering Compensation Plans, Motivating Sales Personnel.	08	20
3	**Sales Meetings and Sales Contests:** Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme	08	20
4	**Distribution Management:** An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries –Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels.	08	20
5	**Market logistics and supply chain management:** Definition & scope of logistics, Component/s of logistics, Inventory & warehouse management, Transportation, technology in logistics and SCM	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Evaluate the potential for sales management and marketing channels to contribute to the creation of customer value
- Formulate strategies, policies, and system to manage sales force.
- Formulate strategies, policies, and system for marketing organization, and channel.

- Demonstrate salesmanship through personal and impersonal interactions for a defined sales effort.
- Demonstrate leadership and team work capabilities in selling situations.
- Evaluate role of latest logistics and supply chain management development in formulation of marketing channel strategies

List of Text Books:

- Sales & Distribution Management, Latest Edition, by Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw Hill
- Sales and Distribution Management: Decisions, Strategies & Cases, Latest Edition, by Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, Pearson

List of Reference Books:

- Sales & Distribution Management, Latest Edition, by Tapan K. Panda, Sahadev Sunil, Oxford
- Sales & Distribution Management, Latest Edition, by David Jobber, Geoffrey Lancaster, Pearson
- Sales & Distribution Management – A Practice Based Approach, Latest Edition, by Ramendra Singh, Vikas Publishing House Pvt. LTD.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Professional selling and relationship marketing
- Journal of Personal selling and Sales Management
- Journal of Marketing Channels
- Journal of Supply Chain Management
- International Journal of Retail and Distribution Management
- https://www.sellingpower.com/

Open e-Resource:

- https://archive.nptel.ac.in/courses/110/105/110105122/

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110313	**Subject Title:** Integrated Marketing Communications
Pre-requisite: Basics of Marketing management	

Course Objective:

- The objective of the course is to equip the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.
- It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to IMC:** The tools of IMC, IMC Planning Process. **Advertising Agency:** Types of ad agency, compensating ad agency.	08	20
2	**Understanding communication process:** Commination model, Source, Message and Channel factors (SMC), Communication response hierarchy- AIDA model, Hierarchy Of Effect model, Innovation Adoption model, Information Processing Model, The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) model, CPM, HEM.	08	20
3	**Establishing Objectives and Budgeting:** MARCOM, DAGMAR approach for setting ad objectives, Factors influencing budget, Marginal analysis and Sales Response curve, Methods to determine advertising budget.	08	20
4	**Creativity:** Creativity Process, USP, Implementation of creativity with various ad appeals & execution styles. **Media Planning:** Media planning strategies, Types of ad scheduling, TRP, **Merits & Demerits of various Broadcasting media tools.**	08	20
5	**Brief overview of various IMC Tools:** Print media, Direct Marketing, Internet media, Mobile marketing, Sales promotion, PR, Publicity, sponsorships, Personal selling, Social Media ad, Yellow-Pages Advertising, Video- Game Advertising, Cinema Advertising. **Measuring Advertising Effectiveness:** Pre-test & Post-test advertising testing.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Demonstrate a comprehensive understanding of marketing communications theories and concepts.
- Ability to determine and evaluate marketing information required to plan and manages integrated marketing communications campaigns.
- Formulate effective promotional strategies and tactics and communicate their relevance to industry.
- Analyzing various ad media availability in today's competitive business world.
- Prepare advertising copy and design other basic IMC tools.
- Able to comprehend opportunities and challenges in advertising sector.

List of Text Books:

- Advertising and Promotion, Latest Edition, by George E. Belch, Michael A. Belch, Keyoor Purani, McGraw Hill.
- Integrated Advertising, Promotion and Marketing Communications, 6th Edition, by Kenneth E. Clow, Donald E. Baack, Pearson.

List of Reference Books:

- Advertising & Promotions: An IMC perspective, Latest Edition, by Kruti Shah, Alan D'Souza, Tata McGraw Hill.
- Integrated Marketing Communication, Latest Edition, by Niraj Kumar, Himalaya Publication.
- Advertising and Promotion: An IMC approach, Latest Edition, by Terence A. Shimp, Cengage Learning.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- Indian Journal of Marketing
- The IUP Journal of Marketing Management
- Indian Management

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc23_mg32/preview
- https://onlinecourses.swayam2.ac.in/cec22_mg08/preview

List of Suggested Experiments: NA

Finance Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Course Objective:

Subject Code: 30110321	**Subject Title: Security Analysis and Portfolio Management**
Pre-requisite: Understanding of basic Financial Literacy	

- To teach students various tools and Techniques for the valuation of securities which can be applied to the practical world.
- To equip the students with the various analysis performed on the securities such as Fundamental Analysis, Technical Analysis and Behavioral analysis.
- To understand various measures of Risk & Return and its practical calculation.
- To gain the basic understanding of the various theory application on the portfolio.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
04	00	00	4	60	40	-	-	100

Subject Contents			
Sr. No	**Topic**	**Total Hours**	**Weight (%)**
1.	**Introduction to Investment:** Introduction of Investment, Investment vs. Speculation, Investment vs. Gambling, Investment Objectives, Investment Attributes, Investment Process **Portfolio Management:** Portfolio Management Process, Meaning and Types of Returns in Portfolio Holding Period return **(Theory and Numeric)** Expected return–Annualized return – measurement of return. **(Theory and Numeric)** Portfolio Risk – Types of Risk – Measurement of Risk **(Theory and Numeric).**	08	20
2.	**Security analysis:** Various types of analysis to be performed for valuation of securities **Fundamental Analysis:** Economic Analysis, Industry Analysis, Company Analysis **Technical Analysis:** Charting techniques & Technical indicators, Efficient Market Theory	08	20

	Behavioral Finance: Definition of behavioral Finance, Objectives, Characteristics, Scope and Significance.		
3.	**Portfolio Construction and Application of Theories:** Capital Market Theories: CML, SML and CAPM **(Theory and numerical).** Arbitrage Pricing Theory **(Theory and numerical).** Markowitz risk-return optimization Single Index Model, Two factor and multi factor models, Constructing an Optimal portfolio using Sharpe's Single Index Model **(Theory and numerical)**	08	20
4.	**Portfolio Management & Measurement:** Portfolio Revision and Performance Evaluation **(Theory and numerical).** **Bonds & Valuation:** Valuation of Bond **(Theory and numerical).** Types of bonds. Duration of Bonds **(Theory and numerical).** Bond Management Strategies	08	20
5.	**Practical Application of Concepts:** EIC analysis of any selected Industry/ Company, Application of Valuation on Equities and bonds Application of CAPM theory. Creating a portfolio using Sharpe Portfolio Selection. Portfolio evaluation Mutual Fund Schemes. **Movie based learning: Wall street & Rogue Trader, Inside Job, Big Short, Wolf of Wall Street etc.**	08	20

Course Outcome:

- Understand the various Investment alternatives with Risk and Return tradeoff.
- Evaluate securities based on the different securities valuation tools and techniques
- Gain the knowledge of creating portfolio and apply in realistic world.
- Fundamental Understanding of Portfolio management process
- Ability to comprehend various portfolio construction and application theories
- Practical aspects of Portfolio Performance Evaluation

List of Text Books:

- Investment Analysis and Portfolio Management, Sixth Edition, by Prasanna Chandra, Tata McGraw Hill.
- Investments, Bodie, Kane, and Marcus (2019), McGraw Hill.
- Investment Science, Luenberger, D. G. (2017), Oxford University Press.

List of Reference Books:

- Security Analysis and Portfolio Management, by Kevin, S., Prentice Hall of India.
- Securities Analysis and Portfolio management, Punithavathy Pandian, Vikas Publication.
- Applied Corporate Finance, Damodaran, A.(2014), Wiley India
- Security Analysis and Portfolio Management, Sudhindra Bhat, Excel Books, Delhi.
- Investment Management, 13th Edition, V. K. Bhalla, S Chand Publication.
- Investors in a Changing Economy, A. Davis, Prentice -Hall, 1968.
- Investments: New Analytic Techniques, Williamson, J. Peter, London, Longman, 1970.
- Investment Timing: The Formula Plan Approach, Cottle, CC., and Whitman, W.T.,McGraw Hill.

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc21_mg99/preview
- https://nptel.ac.in/courses/110105035
- https://nptel.ac.in/courses/110107154

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110322	Subject Title: Financial Derivatives
Pre-requisite: Basic knowledge of Stock Market	

Course Objective:

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
04	00	00	4	60	40	-	-	100

Subject Contents			
Sr. No	**Topic**	**Total Hours**	**Weight (%)**
1.	**Introduction to risk management: (Only theory)** Defining and managing risk, Upside and downside risks, Commodity price risk Interest rate risk, Approaches to risk management **Introduction to derivatives:** Defining derivatives and derivative markets, Spot v/s Derivatives markets Forward, Futures, Options, Swaps, Uses of derivatives **Derivatives Market:** International and Indian derivatives market, Derivative exchanges, Trading system and types of traders, Trading process, online trading, Clearing and settlement system, Regulatory framework of derivatives market in India.	08	20
2.	**Forward Contracts:** Meaning, purpose, advantages and problems, Pricing of commodity forward contracts **(Theory and, numerical).** Interest rate forwards **(Theory and numerical).** **Future Contracts:** Meaning, difference between forward and future contracts, Specifications of future contracts, Closing the position **(Theory and numerical),** Margins and marking-to-market **(Theory and numerical),** Cost of Carry Models **(Theory and numerical),** Price quotes, settlement price, open interest, Types of orders **Hedging, Speculation and Arbitrage using Futures:** Basis risk. Factors affecting basis risk, Single stock futures and Stock Index Futures **(Theory and numerical),** Commodity futures **(Theory and numerical).**	08	20
3.	**Fundamentals of Options:**	08	20

	Options issued by corporations (introduction), Meaning of options contract, options terminologies, Moneyness in options (ITM, ATM, OTM) **(Theory and numerical),** Factors affecting Options premium, Exchange traded options **Call and Put options. (Theory and numerical)** **Options Trading Strategies:** Uncovered, Covered, Spread, Combination **Put-Call Parity: (Theory and numerical).** Risk free security, Put-call relationship, **Binomial Options Pricing Model: (Theory and numerical)** Binomial Options Pricing model for call and put options, Single period and two-period binomial options pricing model		
4.	**Black-Scholes Options Pricing model: (Theory and numerical).** Stock price behavior, Assumptions in Black-Scholes model, Black-Scholes model for pricing call and put options **Greeks in Options (only theory):** Risks in options trading, Characteristics of options hedging, Greeks in options hedging: delta, gamma, theta, Vega, rho. **SWAPS (Only theory):** Swaps: meaning, types, terminologies, Forward swaps, Swaptions, Equity swaps, Commodity swaps	08	20
5.	**Practical Application of Concepts:** Analysis of Various Derivative Contract Specifications from Exchanges, Mark to Market Margin Calculation on Real time data from Exchanges. Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account. Calculating the futures and options price with cost of carry, binomial and BS Models on real time data from Exchange & analyzing them with current market price. Forming of different futures and options trading strategies with the real time data from Exchange, Forming of hedging with real time data from commodities and currency Exchanges.	08	20

Course Outcome:
On Completion of Course Students will be able to;

- Understand the emerging market structure of derivatives in India
- Describe and create the financial futures contracts
- Execute and evaluate the call and put option strategies
- Comprehend various steps involved in management of Risk and Hedging
- Work independently or as part of a team to develop optimal investment strategies integrating financial derivative instruments.
- Understand global conventions of valuing financial derivatives

List of Text Books:

- John Hull, Options, Futures and other Derivatives, Pearson Education
- Sundaram Janakiramanan, Derivatives and Risk Management, Pearson Education

List of Reference Books:

- S.L.Gupta, Financial Derivatives, Prentice Hall.
- D. C. Patwari, Options and Futures- An Indian Perspective, Jaico Publishing House
- Sanjeev Aggarwal, A Guide to Indian Capital Markets, Bharat Publishing.
- NCFM Derivatives (Dealers) Module

Open e-Resource:

- https://archive.nptel.ac.in/courses/110/107/110107128/
- https://www.classcentral.com/course/youtube-financial-derivatives-and-risk-management-47470
- https://www.coursera.org/learn/pricing-options-with-mathematical-models

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110323	**Subject Title:** Insurance & Risk Management
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand fundamental concepts of Insurance Sector, which covers various types of insurance, mechanism and framework.
- The course will also help to develop a holistic approach to see business issues comprehensively and using other core and functional subject knowledge for decision making.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Risk:** Meaning of Risk and Uncertainty, loss, perils, hazards, Types of Risks: Financial and Non-Financial Risks, Individual and Group Risks, Pure and Speculative Risk, Static and Dynamic Risk, Quantifiable and non-quantifiable Risk, Risks for Financial Institutions, Classifying Pure risks. **Risk Management:** Risk Management Process, Risk management objectives, Risk retention and risk transfer, Levels of risk management, Corporate risk management, Management of risk by individuals, Measures of Risk – Mathematical, Subjective **(Only theory)**	08	20
2	**Insurance and Risk:** Introduction to Insurance, Insurable risk, Types of Insurance, Social and Economic benefits of insurance, Government and Controlling Authorities: IRDA framework, Legal aspects of insurance, essentials of insurance contracts, Principles of insurance: Indemnity, Utmost good faith, Insurable interest, Proximate cause, Loss minimization, Arbitration and average **Classification of insurance:** Life insurance: meaning, features and benefits, types of plans, traditional products, market related products, annuities, pension plans, riders-business insurance, group insurance, pricing in life insurance Non-Life Insurance: Features of Fire insurance contract, Marine insurance – definition, types & policies, Auto insurance – need, types of policies, claims Health Insurance – introduction, plans in India, schemes, micro-health insurance, TPAs	08	20
3	**Underwriting:**	08	20

	Philosophy of underwriting, kinds of underwriting, requisites of good underwriting, underwriting of life insurance, underwriting of non-life insurance, pricing and premium setting, types of rating, tariff/ rate making in general insurance. **Claim Management:** Claim settlement in general insurance, general guidelines for settlement of claims, fire insurance claims, motor insurance claim, marine insurance claim, claim on consignment by road/rail personal accident, mediclaim, theft /burglary insurance.		
4	**Financial Aspects of Insurance Companies:** Financial objective of an insurance Company, responsibilities off insurance manager, performance measurement of insurance company, ALM, Ratio analysis of insurance company, Risk and Return trade off, valuation of assets and liabilities, Technical provision, Risk Margin **Reinsurance:** Hedging, Role of Re-insurers, Techniques of reinsurance, issues and challenges of Indian reinsurance, investment by insurance company	08	20
5	**Practical:** Students can explore and compare the insurance products of insurance service providers. Students can visit general insurers and learn assessment of risk and fixation of insurance premium. Students can visit life and non-life insurance companies and can prepare a report on their functioning. Students can carry out research to identify how individuals undertake their decision – making for availing insurance. Students should study and compare various investment options with insurance plans.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Demonstrate a working knowledge of the procedure associated with risk management.
- Demonstrate knowledge of the three critical functions of an insurer: marketing, underwriting and claim settlement.
- Ability to use standard concepts of risk and insurance to perform risk management review for individuals and organizations.
- Ability to understand the shift in risk perceptions and risk management, across cultures.
- Recognize the high degree of ethical responsibility which accompanies insurance management.
- Ability to explain the purpose, structure and functions of insurance regulations.

List of Text Books:

- Essentials of Insurance and Risk Management, Latest Edition, by P.K. Gupta , Himalaya Publication
- Risk Management and Insurance, Latest Edition, by S. Arunajatesan & T. R.Viswanathan, Trinity Press.

List of Reference Books:

- Risk Management and Insurance, Latest Edition, by Scott E Harrington, Gregory R. Niehaus, McGraw Hill.
- Risk Management and Insurance Planning, Latest Edition, by Jatinder Loomba, PHI.

- Introduction to Risk Management and Insurance, Latest Edition, by Mark S. Dorfman, David A. Cather, Pearson.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- International Journal of Risk Assessment and Management
- The Journal of Risk Finance
- Indian Journal of Finance
- Journal of Risk and Financial Management
- https://open.umn.edu/opentextbooks/textbooks/risk-management-for-enterprisesand-
- individuals
- https://www.irmi.com/free-resources/authoritative-reports/e-books

Open e-Resource:

- https://www.coursera.org/learn/risk-management-in-personal-finance
- https://www.coursera.org/learn/financial-planning
- https://www.coursera.org/learn/family-planning

List of Suggested Experiments: NA

Human Resource Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110331	**Subject Title:** Change Management and Organizational Development
Pre-requisite: Nil	

Course Objective:

- This course is designed to teach and assist students in understanding the strategies and techniques of OD and moves from the more basic elements to more complex system.
- To explore the practice of change management and to examine individual group and organizational reactions to change.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Organizational Change**: Introduction, Importance & imperative of change Forces of change, types of change, Types of planned and unplanned change, Models of change. **Organizational renewal:** The challenge of change, Change and its impact, Operational effect, psychological effect, social effect, people reactions to change, Changing the organizational culture. **Resistance to change:** Lifecycle to resistance to change, Resistance model of change, Driving forces and restraining forces blocking change, Overcoming and minimizing resistance to change.	08	20
2	**Organizational development**: Introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values, OD Models, 5 stage model of OD, Action Research model of OD & its features, Appreciative Inquiry model. **OD practitioners:** Role and style of OD practitioners, Formation of Practitioner and client relationship, Relationship modes, issues in relationship. **Diagnosis:** Process, models and skills required, Methods of obtaining diagnosis information	08	20
3	**Process Intervention Skills:** Process interventions, Group process, Types of process interventions, Results of process interventions. **OD Interventions**: Definitions, Strategies for OD Intervention, Basic Strategies to change, Integration of change strategies, Stream analysis, Selecting OD interventions, Major OD intervention techniques. **OD personal & Interpersonal Interventions:** Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions. **Team development**	08	20

	Interventions: Organizing around teams, Need for team development, Team development process, Outdoor experiential laboratory training, Role negotiation, role analysis.		
4	**Intergroup Development & work team development interventions:** Changing relationships, Collaboration and conflict, Intergroup problems, Managing conflicts of various levels, Continuous improvement process, Job design, TQM –eight pillars of TQM and Self- Managed Work, Teams. **High Performing Teams and Learning Organizations:** System-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third wave Organizations OD.	08	20
5	**Organizational Transformation and Strategic Management:** Strategy and transformation, Organizational transformation, Role of culture, Strategic change management, Changing the culture, Power, politics and ethics in OD. **OD for Future:** Organizations for the future, Monitoring and stabilizing action programs, Emerging issues and values, Future trends in OD.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Demonstrate an understanding of how organizations can be made more effective and dynamic by improving their human resource/ Business Process and structure; for their survival as well as adaptation in future dynamic situation.
- Examine the dynamic situation of business environment, analyze the situation and formulate the appropriate solution suiting specific situation.
- Examine the effect of global business environment on business and develop cross cultural understanding to deal with issues of diversity and globalization.
- Demonstrate sincerity towards being socially inclusive and considerate towards ethics while managing change and development.
- Effectively appraise all stakeholders of the need for change and develop communication skills to make change acceptable to all.
- Develop and lead teams for successful OD intervention.

List of Text Books:

- An experiential Approach to Organization Development, 8th Edition, by Donald R. Brown, Pearson
- Organization Change & Development, 2nd Edition, by Kavita Singh, Excel Books

List of Reference Books:

- Organization Development: Behavioral Science Interventions for Organizations, 6th Edition, by Wendell French, Cecil Bell, Pearson
- Organization Development and Change, 10th Edition, Thomas G. Cummings, Christopher G. Worley, Cengage
- Organizational Change: An Action – Oriented Toolkit, 2nd Edition, Tupper Cawsy, Gene Deszca, Cynthia A. Inglos, Sage

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases

- Human Capital
- Vikalpa: The Journal of Decision Makers
- Indian Management
- Outlook

Open e-Resource: Nil

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110332	**Subject Title:** Compensation Management
Pre-requisite: Nil	

Course Objective:

- This course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management.
- To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Essentials of reward Management:** An overview of reward management, The Reward System, Total Rewards, Strategic Reward, International Reward.	08	20
2	**Performance and reward:** Performance management and reward, Engagement and Reward, Financial Reward, Non-Financial Reward, Contingent Pay Schemes, Bonus Schemes, Team Pay, Rewarding for Business Performance, Recognition scheme, Valuing and Grading Jobs, Pay levels, Market Rate Analysis, Grade and Pay Structures.	08	20
3	**Rewarding Special Groups:** Rewarding Directors and Senior Executives, Rewarding Sales and Customer Service Staff, Rewarding Knowledge Workers. Rewarding Manual Workers, **Employee Benefits:** Employee benefits, Flexible Benefits.	08	20
4	**The Practice of Reward Management:** Developing of Reward System, Managing Reward System, Evaluating Reward Management, Responsibility for Reward Management. **CM related Labor Laws:** Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.	08	20
5	Equal Remuneration Act, 1976, Income tax act provisions with respect to salaried persons, Workmen’s Compensation Act, 1923, Mediclaim Policies and their salient features.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Design the compensation management practices with respect to business environment and enable it to play a role in promoting a company's competitive advantage.
- Design a compensation system and policy which is consistent with the employees of the company.
- Evaluate the developing role of human resources in the global arena, and deduce the significance of compensation management in the HR domain.
- Ensure that the design and application of compensation processes comply with appropriate legislation, e.g. Employment Standards, Pay Equity, Human Rights.
- Communicate compensation practices along the various grades pay.
- Formulate policies, procedures and systems to ensure smooth implementation of compensation strategies.

List of Text Books:

- Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward, 6th Edition, by Michael Armstrong, Kogan Page
- Compensation Management, 2nd Edition, by Dipak Kumar Bhattacharyya, Oxford

List of Reference Books:

- Compensation: Special Indian Edition, 9th Edition, by George Milkovich, Jerry Newman, C.S. Venkataratnam, McGraw
- Compensation Management, 1st Edition, by Mousumi Bhattacharya, NilanjanSengupta, Excel

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- Human Capital
- Vikalpa: The Journal of Decision Makers
- Indian Management
- Outlook

Open e-Resource: Nil

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110333	**Subject Title:** Human Resource Audit
Pre-requisite: Nil	

Course Objective:

- To review every aspect of management of HR to determine the effectiveness of each programmes in an organization.
- To seek explanation and information in respect of failure and success of HR.
- To evaluate implementation of HR policies.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Human Resource Audit:** Introduction, Objectives, Concepts, Components, Need, Benefits, Important Components of Human Resource, Development Audit. **Need for Human Resource Audit:** Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, Benefits of Human Resource Audit.	08	20
2	**HR Audit Methodology and Issues:** Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit. **HR Audit Process:** Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Strategies Alignment of HR Audit.	08	20
3	**HR Audit and Workforce Issues:** Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System. **Challenges in HR Audit:** Assessing the Ability for Change, Post Audit Steps, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations	08	20
4	**Human Resource Audit Report:** HR Audit Report – purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement.	08	20
5	**HR Audit for Legal Compliance and Safe Business Practices:** Scope of Human Resource Audit, Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices. **Human Resource**	08	20

	Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting		

Course Outcome:

At the end of the course, the students will be able to:

- Demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.
- Calculate HR cost, investments and return on investments.
- Evaluate the current issues and trends in HR Audit globally.
- Critically evaluate whether HR processes are adequate, legal and ethical.
- Engage in constant observation and continuous interaction and intervention to improve the organization's policies, procedures and practices.
- Create action plans for implementing the changes suggested by the audit.

List of Text Books:

- HRD Audit: Evaluating the Human Resource Function for Business, Latest Edition, by T. V. Rao, Sage
- Designing and Managing Human Resource Systems, 2nd Edition, by Udai Pareek, T. V. Rao, Oxford.

List of Reference Books:

- HR Audit, Latest Edition, by Rajni Gyanchandani, Durdana Ovais, Everest
- The Human Resource Function Audit, Latest Edition, by Peter Reilly, Marie Strebler, Polly Kettley, Cambridge Strategy
- Personnel and Human Resource Management, Latest Edition, by P. Subba Rao, Himalaya

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- Human Capital
- Vikalpa: The Journal of Decision Makers
- Indian Management
- Outlook

Open e-Resource: Nil

List of Suggested Experiments: NA

Information Technology Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110341	**Subject Title:** Relational Database Management System (Information Technology Specialization)
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand concepts of database management systems and relational database management systems with an emphasis on how to organize, maintain, and retrieve – efficiently and effectively – information from a database management system
- The course will also provide an understanding of the principles, architectures, applications, design, and implementation of relational database management system.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to DBMS:** Basic concepts of DBMS - Data, Information, Data Management, File-based Data Management, Database Systems, Organization of a Database, Characteristics of Data in a Database, DBMS, Advantages of using a DBMS, Functions of DBMS, Components of a DBMS, Data dictionary, Database Users, Database Architecture, Data Abstraction, Logical and Physical data independence, Database languages, Database Design, Database constraints	08	20
2	**Data Models and Concepts of E-R Modeling:** Conceptual, Physical and Logical Database Models, Database relationships, Hierarchical model, Network Model, Relational Model	08	20
3	**E-R Model** - Components of an E-R Model, E-R conventions, Relationships, Composite entities, Entity list, E-R diagrams, E-R Modeling symbols, Super class, subclass entity types, E-R Diagram exercises	08	20
4	**Relational Database Design:** RDBMS terminology, Relational Data structure, Relational data manipulation, Codd’s rules, Integrity constraints, Pitfalls of Relational database design, decomposition, functional dependencies	08	20
5	**Normalization Concept:** Normalization, Keys, Relationships, First Normal Form(1NF), Second Normal form(2NF), Third normal Form(3NF), Boyce-Codd Normal Form (BCNF), Denormalization, Data security	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Explain and discuss the importance of data base management system as a part of a firm's IT infrastructure and policy
- Evaluate how data base management systems can be used for decision making.
- Render basic knowledge about a relational database management systems
- Deliver conceptual insights about how database design and implementation takes place.
- Evaluate role of relational database management systems in managing of various complex data.
- Deliver insights about normalization operations and use of databases.

List of Text Books:

- Introduction to Database Management Systems, Latest Edition, by Instructional Software Research & Development (ISRD) Group, Latest Edition, McGraw Hill
- Database Management Systems, Latest Edition, by Dr. Rajiv Chopra, S. chand

List of Reference Books:

- Database Management Systems, Latest Edition, by Ramakrishnan Gehrke, McGraw Hill
- Essentials of Database Management Systems, Latest Edition, by Alexis Leon, Mathews Leon, McGraw Hill
- An Introduction to Database Systems, Latest Edition, by C. J. Date, A Kannan, S. Swamynathan, Pearson Education

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Digichip
- PC World
- Dataquest
- Database trends and application (DBTA)

Open e-Resource:

- https://nptel.ac.in/courses/106105175
- https://nptel.ac.in/courses/106106220
- https://nptel.ac.in/courses/106104135

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110342	**Subject Title:** Technology & Business
Pre-requisite: Basics of Information Technology	

Course Objective:

- To understand the use of information technology & use it to design and structure the organization
- To gain Knowledge about the creation of alliances and partnerships that include electronic linkages.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction:** Understand the role of information Technology in an organization. **Fundamental of Computers:** Hardware & Software. **Strategic initiatives for technology in business.**	08	20
2	**Business Intelligence:** Introduction, Technologies Enabling BI, Management and future of BI. **Knowledge Management:** Strategic Knowledge Management, Knowledge Management through technology.	08	20
3	**Various Enterprise Systems:** SCM, CRM, ERP, An overview ERP - Selection, Execution and future trends. **Ethics and Information:** Ethical issues related to Information Technology, Monitoring technologies & its impact on employees.	08	20
4	**Creating and enhancing collaborative partnerships:** An Overview, steps involved and prerequisites. **E-Business:** Models of E-business, Benefits & Challenges.	08	20
5	**Outsourcing:** Concept, Types. **Emerging trends and technologies:** Types of trends. **Information Security Management:** Role of People & Technology.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Explain how organizations utilize computer and communications technology to research, collect, process, store, and present data and information.
- Identify how businesses can use the benefits of internet, SCM, CRM & ERP technology to connect with customers & suppliers
- Understand & implement various ICT techniques to create competitive advantage.
- Apply critical thinking skills to ethics, environmental responsibility, technology purchases, and privacy issues associated with information technology use in business and society.
- Employ current computing techniques, skills, and modern tools required for the Business and Information Technology domain.
- Identify the basics of information technology and apply those to enhance efficiency of business functions.

List of Text Books:

- Business Driven Technology, Latest Edition, by Haag, Baltzan & Phillips, Tata McGraw Hill
- IT for Management- Transforming organization in the digital economy, Latest Edition, by Efraim Turban, Dorothy Leidner, Ephraim Mclean & James Wetherb, Wiley publication

List of Reference Books:

- Strategic IT Management: A Concise Study, Latest edition, by S. A. Kelkar, PHI Publication

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The IUP Journal of Supply Chain Management
- Vikalpa: The Journal of Decision Makers
- Electronics For You
- Open Source For You
- The IUP Journal of Information Technology
- The IUP Journal of Telecommunications

Open e-Resource: Nil

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110343	**Subject Title:** System Analysis & Design
Pre-requisite: Basics of Information Technology	

Course Objective:

- To provide adequate understanding of systems concept, system analysis, and systems design, which would help students in having efficient and workable information system for management.
- To provide an understanding of the role of system analysis and design within various systems development stages.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**System Development Environment:** Types of IS, SDLC, Traditional Waterfall SDLC. **Systems Analyst:** Role and Need of Systems Analyst, Qualifications and responsibilities. **The Origin of Software:** Nature and characteristics of software, sources of software. **Managing the Information System Project:** COCOMO, CPM, PERT.	08	20
2	**Identifying and selecting systems development projects:** Value Chain Analysis, Components of an IS Plan. **Initiating and Planning systems Development Projects:** Accessing project feasibility, BPP.	08	20
3	**Determining System requirements:** Traditional, Contemporary & Radical methods of determining requirements. **Structuring Systems Process Requirements:** Data Flow Diagram, Balancing DFD. **Structuring System Logic Requirements:** Structured English, Decision Table.	08	20
4	**Structuring System Data requirements:** E-R Modeling, Degree of relationship, Cardinalities. **Designing Forms & Reports:** Classification of forms, Input/output forms design. **Designing Interface & Finalizing Design:** Various Interaction methods, Structure Charts, Prototypes.	08	20
5	**System Implementation:** Process, Types of Testing, Methods of Installation, Preparing User Manual, Training & implementation issues. **Maintaining IS:** Maintenance Activities and various issues.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand the principles and tools of systems analysis and design.
- Provide feasible business solutions by analyzing the problem and applying the tools of system development.

- Develop a requirements document, written in clear and concise business language, and present it to a business audience.
- Develop project management techniques through the use of systems modelling concepts and tools.
- Understand the professional and ethical responsibilities of practicing the computer professional including understanding the need for quality.
- Solve a wide range of problems related to the analysis, design and construction of information systems

List of Text Books:

- Modern Systems Analysis and Design, Latest Edition, by Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich, Pearson
- System Analysis and Design, Latest Edition, by Kenneth A. Kendall, Julie E. Kendall, Pearson

List of Reference Books:

- Systems Analysis and Design Methods, Latest Edition, by Gary B. shelly, Thomas J. Cashman and Harry J. Rosenblant, Cengage Learning
- System Analysis and Design, Latest Edition, by Kendal and Kendal, PHI

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The IUP Journal of Information Technology
- The IUP Journal of Telecommunications
- Asian Journal of Management Cases
- Open Source For You

Open e-Resource:

- https://alison.com/course/understanding-systems-analysis-revised

List of Suggested Experiments: NA

Business Analytics Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110361	**Subject Title:** Introduction to Business Analytics
Pre-requisite: Nil	

Course Objective:

- Understand and critically apply the concepts and methods of business analytics.
- Identify, model, and new techniques with the use of artificial intelligence, machine learning.
- Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
Lecture	Tutorial	Practical	Credit	Theory		Practical		Total
				University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Digital Data:** Big Data, Definitions, Characteristics of big data, Internet of things, Digital Data, Definitions, Sources of Digital Data, Types of Digital Data (Structured, Unstructured, Semi structured), **Overview of Data warehouse:** Definitions, Concepts of Data warehouse, Characteristics of data warehouse, Data warehouse framework, Concepts of Data warehouse, Data lake, **Business Reporting & Performance Management:** Definitions, Concepts, Different types of charts & graphs, Business Performance (KPI, Dashboard)	08	30
2	**Business Intelligence:** Definitions, Need of business intelligence, Use of business intelligence in business, Components of business intelligence **Business Analytics:** Definitions, Need of business analytics, Use of business analytics in business, Components of business analytics, **Types of business analytics**: Descriptive, Predictive, and Prescriptive, Difference between Business Intelligence and Business Analytics, **Transaction Processing and Analytic Processing**: OLTP (Operations, ER Data model), OLAP (Star & Snowflake Schema)	08	30
3	**Data Mining:** Data Mining, Definitions, Concepts of data mining, Applications of data mining, Process of data mining, **Types of Analytics:** Text & web Analytics, Text analytics and text mining overview, Text mining applications, Overview of Web mining, social media analytics, Overview of Sentimental analytics, Big data analytics: Fundamentals	08	20

4	**Applications of Analytics in Business Support Functions**: Sales & Marketing Analytics, HR Analytics, Financial Analytics, Production, and operation analytics	08	10
5	**Applications of Analytics in Industries**: Telecom, Retail, Healthcare, Financial Services	08	10

Course Outcome:

At the end of the course, the students will be able to:

- Understand the concept of digital data and big data, including its characteristics, sources, and types such as structured, unstructured, and semi-structured data.
- Explain the concepts of data warehousing, data lakes, and business performance management, and interpret business data using charts, graphs, KPIs, and dashboards.
- Differentiate between business intelligence and business analytics and understand their components, uses, and role in organizational decision making.
- Describe the fundamentals of data mining and different types of analytics such as text analytics, web analytics, sentiment analytics, and big data analytics.
- Apply analytics concepts to various business functions and industries such as sales & marketing, HR, finance, telecom, retail, healthcare, and financial services.

List of References:

- Fundamentals of Business Analytics, Latest Edition, by R N Prasad & Seema Acharya, Willey.
- Business Analytics – The science of data driven decision making, Latest Edition, by U Dinesh Kumar, Wiley.
- Fundamentals of Business Analytics, 1st Edition, by Virendra Chavda, Himalaya Publication.
- Business Analytics, Latest Edition, by Sahil Raj, Cengage.
- Business Analytics, Latest Edition, by James R. Evans, Pearson.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- The IUP Journal of Management Research
- Vikalpa: The Journal of Decision Makers
- The IUP Journal of Information Technology
- Capital Market
- Indian Management
- Outlook

Open e-Resource:

1. https://nptel.ac.in/courses/110105089
2. https://onlinecourses.nptel.ac.in/noc20_mg11/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110362	**Subject Title:** Data Visualization
Pre-requisite: Nil	

Course Objective:
The course aims to equip the students to

- Create some stunning visualizations using R-Shiny
- Design R-Shiny Dashboard
- Visualize Data using Tableau
- Tell Stories about the data using Tableau

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Data Visualization:** What is Data Visualization, Why Visualization is important in Business Analytics, **Basic Visualization using R:** Plotting using R, Creating Advanced Plots using R, **Visual Analytics:** What is Visual Analytics, Visual Analytics using R.	08	15
2	**Introduction to R-Shiny:** What is R-Shiny, Creating Basic R-Shiny App **Dashboard Design using R-Shiny:** Creation of R-Shiny Dashboard, Adding features in R- Shiny Dashboard, **Creating Advanced Dashboard and Visualization:** Creation of advanced Interactive R- Shiny Dashboard, Addition of Advanced Visualizations in R-Shiny Dashboard.	08	20
3	**Introduction to Tableau:** Working with Tableau, Understanding Different Features in Tableau, **Data Management using Tableau:** Importing Data into Tableau, Importing Excel Data Importing Other formats Data, **Creating Basic Plots using Tableau:** Creating Different Plots in Tableau, Creating Advanced Plots in Tableau.	09	20
4	**Using Filtering Options:** Filtering in Tableau, Using Different Filtering Options to create Meaningful graphs, **New Variable Creation:** Creating New Variables, Using New Variables to create meaningful visualizations, **Dashboard Creation using Tableau:** Dashboard Creating in Tableau, Different Elements in Tableau Dashboard, Creating Dynamic Dashboard in Tableau.	08	25
5	**Story-telling using Tableau:** Creating Stories using Tableau, Adding Different Tools to enhance stories, **Basic Analytics using Tableau:** Basic Analytics in Tableau, Clustering, Linear Model Fitting.	07	20

Course Outcome:

At the end of the course, the students shall be able to:

- Understand the concepts of data visualization and visual analytics and explain their importance in business analytics and decision making.
- Apply R programming to create basic and advanced data visualizations and perform visual analytics for interpreting business data.
- Develop interactive dashboards and applications using R-Shiny, including designing layouts and adding interactive features for data presentation.
- Use Tableau to import, manage, and analyze different data formats and create basic and advanced visualizations.
- Design interactive dashboards and data stories in Tableau by using filtering options, creating new variables, and applying basic analytics techniques such as clustering and linear model fitting.

List of References/ Reference Book:

- Mastering Data Visualization using Tableau, Latest edition, by Seema Acharya, Wiley.
- Learning Data Visualization with Tableau: Create Interactive and Insightful Data Visualizations, Latest edition, by Thompson Carter, Lincoln publisher.
- Data Visualization with Tableau and Power Bi: Unleash the Power of Tableau and Power BI, Latest edition, by Thompson Carter, Lincoln publisher.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- The IUP Journal of Management Research
- Vikalpa: The Journal of Decision Makers
- The IUP Journal of Information Technology
- Capital Market
- Indian Management
- Outlook

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110363	**Subject Title:** Introduction to Machine Learning
Pre-requisite: Basics of Information Technology	

Course Objective:

The course aims to equip the students to

- Describe the difference between Supervised and Unsupervised Learning
- Perform Different Classification Techniques for Prediction
- Perform Clustering for Data Segmentation
- Build algorithm for Market Basket Analysis

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Machine Learning:** What is Machine Learning? Relevance of Machine Learning in Business, **Supervised and Unsupervised Learning:** What is Supervised Learning? What is Unsupervised Learning? **Regression:** Regression as a method in Supervised Learning, Linear and Logistic Regression, Performing Regression using R Decision Trees: Classification using Decision Tree, Performing Decision Tree using R.	06	15
2	**Random Forest:** Classification using Random Forest, Performing Random Forest Classification using R, **Nearest Neighbours:** What is K-NN Classification, Performing K-NN Classification using R, **Naïve Bayes:** What is Naïve Bayes Classification, Performing Naïve Bayes.	06	15
3	**Ensemble Techniques:** What is Ensemble Technique? Implementing Ensemble Techniques using R. **Validation Measures:** Different Model Validation Measures, Calculating Different Validation Measures using R.	10	25
4	**Introduction to Clustering:** What is Unsupervised Learning, What is Clustering, Different Clustering Techniques. **K-Means Clustering:** What is K-Means Clustering, Performing K-Means Clustering using R. **Hierarchical Clustering:** What is Hierarchical Clustering, Performing Hierarchical Clustering using R.	12	30
5	**Recommendation System:** What is Recommender System, Different Types of Recommender System, Creating Basic Recommender System using R. **Market Basket Analysis:** Basic Apriori Algorithm, Market Basket Analysis using R.	06	15

Course Outcome:
At the end of the course, the students shall be able to:

- Understand the fundamental concepts of Machine Learning and explain its relevance and applications in business decision-making.
- Differentiate between supervised and unsupervised learning techniques and apply regression models such as linear and logistic regression using R.
- Apply classification techniques including Decision Trees, Random Forest, K-Nearest Neighbour, and Naïve Bayes to analyze business datasets using R.
- Evaluate machine learning models using validation measures and implement ensemble techniques to improve prediction accuracy.
- Apply unsupervised learning techniques such as clustering and association analysis including K-Means Clustering, hierarchical clustering, recommendation systems, and Apriori Algorithm for solving business problems.

List of References/ Reference Book:

- Machine Learning with R, 2nd edition, by Brett Lantz, Packet publishing.
- Data Mining and Business Analytics with R, Latest edition, by Johannes Ledolter, Wiley.
- The Analysis of Time Series – an Introduction, Latest edition, by Chris Chatfield, Chapman & Hall/CRC.
- Time Series Analysis: Forecast and Control, Latest edition, by Box and Jenkins, Wiley.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- The IUP Journal of Management Research
- Vikalpa: The Journal of Decision Makers
- The IUP Journal of Information Technology
- Capital Market
- Indian Management
- Outlook

List of Suggested Experiments: NA

Sports Management Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

MBA SPECIALIZATION – SPORTS MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sports Management Principles & Practices
Pre-requisite: Basic understanding of Management concepts	

Course Objective: To help students learn how sports organizations and events are planned, managed, and run in a simple and effective way.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Sr. No.	Topic	Total Hours	Weight (%)
1	Introduction to Sports Management: Meaning and importance of sports management, Basics of sports industry, Role of a sports manager, Types of sports organizations	08	20
2	Principles of Management in Sports: Planning, organizing, leading, and controlling, Decision making in sports, Team management basics, Leadership in sports	08	20
3	Sports Organization and Administration: Structure of sports organizations, Roles of coaches, managers, and officials; Sports governing bodies, Administration of school, college, and professional sports	08	20
4	Sports Events and Facility Management: Planning sports events and tournaments, organizing matches and competitions, Managing sports facilities and venues, Safety and rules in sports events	08	20
5	Sports Marketing and Career Opportunity: Basics of sports marketing and promotion, Sponsorship and media in sports, Sports branding and advertising, Career options in sports management	08	20

Course Outcome:

- Understand the basic concepts of sports management and how sports organizations work.
- Learn how to plan, organize, and manage sports activities and events.
- Develop basic leadership and teamwork skills needed in sports settings.
- Understand how sports marketing, sponsorship, and promotion work.
- Gain awareness of career opportunities and roles in the sports industry.

List of References:

- Principles and Practices of Management, 1st Edition by Dr. Manglik, Edugorilla Publication
- Sports Management, 1st Edition by Dheeraj Sharma, Pearson Education

List of Journals online link etc. NA

Open e-Resources: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

MBA SPECIALIZATION – SPORTS MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sports Psychology & Sociology
Pre-requisite: Basic understanding of general Psychology & Sociology	

Course Objective: To help students understand how mind, behavior, and society affect sports performance and how these factors can improve teamwork, motivation, and success in sports.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Sport Psychology & Sociology:** Meaning of sports psychology, Meaning of sports sociology, Importance in sports performance, Relationship between psychology, sociology, and sports, Role of sports psychologist and sociologist	08	20
2	**Psychological Factors in Sports:** Motivation and its types, Confidence and self-esteem, Anxiety and stress in sports, Attention and concentration, Personality and behavior of athletes	08	20
3	**Group Dynamics and Team Behavior:** Meaning of group dynamics, Team cohesion and teamwork, Leadership in sports teams, Communication in teams, Role of coach in team development	08	20
4	**Social Issues in Sports:** Gender and sports participation, Culture and sports, Social class and sports opportunities, Media influence on sports, Ethics and sportsmanship	08	20
5	**Application and Performance Enhancement:** Psychological training techniques, Goal setting in sports, Mental preparation strategies, Relaxation and stress management techniques, Role of psychology in improving performance, Applied sports sociology in modern sports	08	20

Course Outcome:

- Understand the basic concepts of sports psychology and sports sociology.
- Explain how psychological factors like motivation, stress, and confidence affect sports performance.
- Describe the role of group dynamics, teamwork, and leadership in sports.
- Identify social and cultural influences on sports participation and development.
- Apply psychological and sociological concepts to improve athlete performance and sports management.

List of References:

- Sports Psychology and Sociology, First Edition by Dagar and Chauhan, Friends Publications
- Sports Psychology & Sports Sociology, 1st Edition by Dr. Ramesh, International Institute of Publishing

List of Journals online link etc.

- https://youtu.be/kNtaW71FIbs?si=1q7Iq6O5FmdOaJWF
- https://youtu.be/liOY2NAVruw?si=GuFE_knkPeJn-TxZ

Open e-Resources: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

MBA SPECIALIZATION – SPORTS MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sportsmanship and Ethics
Pre-requisite: Basic understanding of sports management and business ethics	

Course Objective: To help students learn the importance of fair play, honesty, respect, and ethical behavior in sports and life.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	Introduction to Sportsmanship: Meaning of sportsmanship, Importance of fair play in sports, Good and bad behavior in games, Values learned from sports	08	20
2	Ethics in Sports: Meaning of ethics in sports, Difference between right and wrong in games, Importance of honesty and discipline, Respect for rules and opponents	08	20
3	Fair Play and Respect: Concept of fair play, Respect for teammates, Opponents and referees, Handling win and loss positively, Team spirit and cooperation	08	20
4	Cheating and Doping in Sports: Meaning of cheating in sports, Types of unfair practices, Doping and its harmful effects, Anti-doping rules and awareness	08	20
5	Moral Values and Sports Culture: Role of sports in building character, Leadership and responsibility in sports, Sports as a tool for social values, Creating a positive sports culture	08	20

Course Outcome:

- Understand the importance of sportsmanship, fair play, and ethical behavior in sports.
- Learn to follow rules and show respect to teammates, opponents, and officials.
- Develop honesty, discipline, and responsibility through sports activities.

- Understand the harmful effects of cheating and doping in sports.
- Apply moral values learned in sports to their daily life.

List of References:

- Sportsmanship and Ethics, First Edition by Singhla. H, Bribooks
- Sports Ethics, First Edition by Enhelion Knowledge Ventures Pvt Ltd, Bloomsbury Professional India

List of Journals online link etc.

- https://www.tandfonline.com/journals/rjps20
- https://journals.humankinetics.com/view/journals/jsm/jsm-overview.xml
- https://journals.sagepub.com/home/spo

Open e-Resources: NA

List of Suggested Experiments: NA

Sports & Event Management Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

MBA SPECIALIZATION – SPORTS & EVENT MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sports Management Principles & Practices
Pre-requisite: Basic understanding of Management concepts	

Course Objective: To help students learn how sports organizations and events are planned, managed, and run in a simple and effective way.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Sr. No.	Topic	Total Hours	Weight (%)
1	Introduction to Sports Management: Meaning and importance of sports management, Basics of sports industry, Role of a sports manager, Types of sports organizations	08	20
2	Principles of Management in Sports: Planning, organizing, leading, and controlling, Decision making in sports, Team management basics, Leadership in sports	08	20
3	Sports Organization and Administration: Structure of sports organizations, Roles of coaches, managers, and officials; Sports governing bodies, Administration of school, college, and professional sports	08	20
4	Sports Events and Facility Management: Planning sports events and tournaments, organizing matches and competitions, Managing sports facilities and venues, Safety and rules in sports events	08	20
5	Sports Marketing and Career Opportunity: Basics of sports marketing and promotion, Sponsorship and media in sports, Sports branding and advertising, Career options in sports management	08	20

Course Outcome:

- Understand the basic concepts of sports management and how sports organizations work.
- Learn how to plan, organize, and manage sports activities and events.
- Develop basic leadership and teamwork skills needed in sports settings.
- Understand how sports marketing, sponsorship, and promotion work.
- Gain awareness of career opportunities and roles in the sports industry.

List of References:

- Principles and Practices of Management, 1st Edition by Dr. Manglik, Edugorilla Publication
- Sports Management, 1st Edition by Dheeraj Sharma, Pearson Education

List of Journals online link etc. NA

Open e-Resources: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

MBA SPECIALIZATION – SPORTS & EVENT MANAGEMENT

DOC NO:4061

Subject Code:	**Subject Title:** Event Planning and Marketing
Pre-requisite: Basic knowledge of management Studies, communication skills, and understanding of Marketing concepts	

Course Objective:

- To develop students' skills in planning, organizing, promoting, budgeting, and managing successful events professionally.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
Lecture	**Tutorial**	**Practical**	**Credit**	**Theory**		**Practical**		**Total**
				University Assessment	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	Introduction to Event Management, Nature and scope of events, Types of events: corporate, social, cultural, sports, exhibitions, MICE, Event management process and 5 Cs of events, Roles and responsibilities of event managers, Event industry trends in India and globally	08	20
2	Event concept and theme development , Event feasibility analysis, Strategic event planning, Event proposal preparation, Venue selection and site management, Scheduling and event timelines, Resource planning and team coordination	08	20
3	Principles of Marketing in events, Event branding and positioning, Digital marketing and social media promotion, Public relations and media management, Sponsorship planning and sponsor acquisition, Customer relationship management in events, Ticketing and audience engagement strategies	08	20
4	Event logistics and operations, Vendor and supplier management, Backstage and crowd management, Hospitality and catering management, Event budgeting and financial planning, Cost control and revenue generation, Event accounting and financial reporting	08	20

5	Risk assessment and crisis management, Event safety and security management, Contracts, licenses, permissions, and insurance, Ethical and legal issues in events, Sustainable and green events, Virtual and hybrid events, Future trends and career opportunities in event management	08	20

Course Outcome:

- Understand the basics, types, and importance of Event Management.
- Plan and organize different types of events effectively.
- Apply marketing, branding, and sponsorship ideas to promote events.
- Manage event operations, budgeting, logistics, and teamwork successfully.
- Identify event risks and follow legal, safety, and ethical practices during event management.

List of References:

- Event Marketing and Management, First Edition, by Gaur and Saggere, Vikas Publication
- Special Events, Third Edition, by Joe Goldblatt, John Wiley and Sons
- Event Management and Marketing: Theory, Practical Approaches and Planning, First Edition by Anukruti Sharman Shruti Arora, Bharti Publlications

List of Journals online:

- https://www.mbajournals.in/journals/JoEM/Journal-Of-Event-Management.html

Open e-Resources: NA
List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER
MBA SPECIALIZATION – SPORTS MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sportsmanship and Ethics
Pre-requisite: Basic understanding of sports management and business ethics	

Course Objective: To help students learn the importance of fair play, honesty, respect, and ethical behavior in sports and life.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Sr. No.	Topic	Total Hours	Weight (%)
1	Introduction to Sportsmanship: Meaning of sportsmanship, Importance of fair play in sports, Good and bad behavior in games, Values learned from sports	08	20
2	Ethics in Sports: Meaning of ethics in sports, Difference between right and wrong in games, Importance of honesty and discipline, Respect for rules and opponents	08	20
3	Fair Play and Respect: Concept of fair play, Respect for teammates, Opponents and referees, Handling win and loss positively, Team spirit and cooperation	08	20
4	Cheating and Doping in Sports: Meaning of cheating in sports, Types of unfair practices, Doping and its harmful effects, Anti-doping rules and awareness	08	20
5	Moral Values and Sports Culture: Role of sports in building character, Leadership and responsibility in sports, Sports as a tool for social values, Creating a positive sports culture	08	20

Course Outcome:

- Understand the importance of sportsmanship, fair play, and ethical behavior in sports.
- Learn to follow rules and show respect to teammates, opponents, and officials.
- Develop honesty, discipline, and responsibility through sports activities.
- Understand the harmful effects of cheating and doping in sports.

- Apply moral values learned in sports to their daily life.

List of References:

- Sportsmanship and Ethics, First Edition by Singhla. H, Bribooks
- Sports Ethics, First Edition by Enhelion Knowledge Ventures Pvt Ltd, Bloomsbury Professional India

List of Journals online link etc.

- https://www.tandfonline.com/journals/rjps20
- https://journals.humankinetics.com/view/journals/jsm/jsm-overview.xml
- https://journals.sagepub.com/home/spo

Open e-Resources: NA
List of Suggested Experiments: NA

CORE SUBJECTS

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110301	**Subject Title:** Strategic Management & Corporate Governance
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand fundamental concepts in strategic management like the role of the general manager, the levels and components of strategy, competitive analysis, and organizational evolution.
- The course will also help to develop a holistic approach to the underlying concepts of Corporate Governance

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	Topic	Total Hours	Weight (%)
1	**Introduction to Strategic Management:** Stakeholders in Business, Strategy, Dimensions, Types, Benefits and risks, Strategic Management process, **Strategic Intent:** Vision Statements, Mission Statements, characteristics, components, Goals & Objectives	08	20
2	**Internal Assessment/Analysis:** SWOT Analysis, Value Chain, Resources, Competency, Core Competency, Bench marking. **External Assessment/Analysis:** Political-Legal, Economic, Social, Technological, Environment PEST(PESTEL), Porters Five force analysis, Driving forces, Strategic Group mapping, Key Success Factor	08	20
3	**Business Level Strategies:** Generic Strategies, positioning of firm, **Corporate Level Strategies:** Diversification, Strategic alliance, Cooperative Strategies, Acquisitions & Restructuring, Global Strategy, BCG Matrix, GE Matrix, McKinsey 7s	08	20
4	**Corporate Governance:** Corporate Governance-Global Practice, Sarbanes Oxley Act of 2002; Reports of Various Committees (1. Narayanmurthy 2. Ganguly, 3. Naresh Chandra) and their recommendations on Corporate Governance.	08	20
5	Model working of corporate governance: Board Structure, role and responsibilities of directors, Rights and responsibilities of shareholders, ownership of independent directors – Indian Scenario, corporate governance summary, corporate governance rating	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Demonstrate an understanding of the strategic management process, formulation of strategy, and issues related to the successful implementation of strategy formed
- Evaluate and explain sociocultural, technological, ecological, economic, political, legal, and ethical factors influencing a given business.
- Analyze and discuss the relative competitive rivalry in a given industry.
- Explain national competitive advantage, i.e., country advantages in the cost and quality of the factors of production, the local demand conditions, and the presence of suppliers and related industries
- Understand the concept and global practices of Corporate Governance, including the provisions of the Sarbanes–Oxley Act of 2002 and the recommendations of major committees related to corporate governance.
- Analyze the structure and functioning of corporate governance, including board composition, roles and responsibilities of directors, and the rights and responsibilities of shareholders in the Indian corporate governance framework.

List of Text Books:

- Strategic Management: A South-Asian Perspective, Latest Edition, by Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty, Cengage Learning
- Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases, Latest Edition, by Arthur A. Thompson, A. J. Stickland, John E. Gamble, Arun K. Jain, McGraw Hill
- Neeru Vasisth, Namita Rajput, Corporate Governance Values & Ethics, Taxmann, Latest Edition
- S K Mandal, Ethics in Business and Corporate Governance Tata McGraw Hill, Latest Edition

List of Reference Books:

- Contemporary Strategic Analysis: Text and Cases, Latest Edition, by Robert Grant, Wiley India Pvt Ltd.
- Competitive Advantage: Creating and Sustaining Superior Performance, Latest Edition, by Michael Porter, Free Press
- Exploring Strategy, Latest Edition, Gerry Johnson, Ricard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regner
- Andrew Crane& Dirk Matten, Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, Latest Edition

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Strategic Management Journal
- Harvard Business Review
- Management Review
- Business Standard/Economic Times/Financial Times/Financial Express
- https://www.strategicmanagementinsight.com/
- https://www.blueoceanstrategy.com/
- https://www.huffingtonpost.in/
- www.businessinsider.com/
- https://www.mckinsey.com/.../strategy-and.../the-strategy-and-corporate-financeblog

- http://www.mintzberg.org/
- VUCA -https://hbr.org/2014/01/what-vuca-really-means-for-you

Open e-Resource:

- https://nptel.ac.in/courses/110108047
- https://onlinecourses.nptel.ac.in/noc22_mg88/preview
- https://onlinecourses.swayam2.ac.in/e-learning/preview/imb25_mg62

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110302	**Subject Title:** Entrepreneurship
Pre-requisite: Nil	

Course Objective:

- Understanding basic concepts in the area of entrepreneurship
- Adopting of the key steps in the elaboration of business idea
- Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Entrepreneurship:** Concepts, Importance, Characteristics of a Successful Entrepreneur, Problems faced by Entrepreneurs, Myths and Mind-set, Theories & Types of Entrepreneur, Forms of business organizations (Sole Proprietorship, Partnership, HUF, Private limited, Public limited, LLP), Creativity, Innovation and Entrepreneurship, Gujarati Entrepreneur and Contribution to India and World Economy Introduction to international entrepreneurship, modes of entry.	08	20
2	**Formalities For Setting Up of A Small Business Enterprise:** Identifying The Business Opportunity, Growth of a Business Idea, **Selection of a Project:** Product/ Service Selection, Location Selection, Project Feasibility Study, Business Plan Preparation, Preparation of a Project Profile, Decide on the Constitution, Registration, Clearances from specific Departments, Arrange for Land, Arrange for Plant & Machinery, Arrange for Infrastructure, Prepare Project Report, Apply & Obtain Finance, Implement the Project & Obtain Final Clearances.	08	20
3	**Understanding of Ecosystem & MSME:** Introduction to Central – level Institutions, State –level Institutions, Other Institutions (NABARD, TCOs, SIDBI) supporting business enterprises for financial assistance, technical consultancy, marketing input and research & development support, Process of raising finance from Bank and Other Institutes.	08	20

4	**Micro, Small, and Medium Enterprises (MSME):** Concept, Role and Definitions of MSME, Growth & Development of MSME in India and Gujarat, Problems facing the MSME Sector.	08	20
5	**Government Support for Entrepreneurship Development:** Initiatives for Start-up India, Stand up India and Skill India, Government of Gujarat schemes for Start-up, Start-up and ecosystem, Women and Minority Entrepreneurship, Ease of Doing Business (EoDB) – Overview, Ranking, Determinants of EoDB.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand the evolution of industries and economies and the role of the entrepreneur
- Understand the components of a business plan
- Scan the environment and assess opportunities and threats
- Develop creativity and innovation in thought and action
- Consider & evaluate various ethical and environmental issues and responsibilities which managers take into account when making decisions
- Develop clarity of thought to be able to communicate ideas with passion and conviction

List of Text Books:

- Entrepreneurship, Latest Edition, by Robert D. Hisrich, Michael P Peters and Dean A Shepherd, McGraw-Hill

List of Reference Books:

- Entrepreneurship Development and Small Business Enterprises, Latest Edition, by Poornima M. Charantimath, Pearson
- Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Latest Edition, by Arya Kumar, Pearson
- Entrepreneurship and Small Business, Latest edition, by Michael Schaper, Thierry Volery, Paull Weber and Kate Lewis, Wiley

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Vikalpa: The Journal of Decision Makers
- Indian Management
- Outlook
- Business Today

Open e-Resource:

- https://nptel.ac.in/courses/110106141
- https://nptel.ac.in/courses/127105007

List of Suggested Experiments: NA

Minor (Interdisciplinary)

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

Subject Code: 30110391	**Subject Title: Financial Markets and Services**
Pre-requisite: Basic Awareness of Financial Services	

DOC NO: 4061

Course Objective:

- Provide insight in to Financial Market Structure
- Gain knowledge and awareness about the structure of various financial services offered in the financial markets.
- Understanding of various regulating bodies in India regulating the Financial Market

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
04	00	00	4	60	40	-	-	100

Subject Contents			
Sr. No	**Topic**	**Total Hours**	**Weight (%)**
1.	**Introduction to Financial Services:** Meaning, Characteristics, Distinctiveness and Classification of Financial Services. **Introduction to Indian Financial System** Formal and Informal Sectors, Components of Formal Financial System including Financial Markets, Financial Institutions, Financial Services and Financial Instruments. Financial Inclusion and Exclusion **Types of Financial Markets** **Money Market** and Instruments, **Capital Market:** Primary and Secondary Market, Overview of **Foreign Exchange Market** **Regulation of Financial System:** Role of RBI, SEBI, IRDA	08	20
2.	**Other Financial Services** Factoring and Forfaiting, Housing finance, Merchant Banking and Issue Management**,** Stock Broking, Credit Rating, Custodial and Depository Service, Leasing and Hire Purchase	08	20
3.	**Banking: Introduction to Banking Structure** **NBFCs:** Types and Overview of regulations for NBFCs in India	08	20

	Specialized Financial Services – Microfinance, Venture Capital, Private Placement, Private Equity, Securitization & Asset Reconstruction Company, Overview of Credit Information Reporting.		
4.	**Mutual Fund:** Concept, Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP. **Crowd funding:** Concept of crowd funding, types of Crowd funding platforms, Crowd funding in India. **Basics of Crypto currency**	08	20
5.	**Practical Application of Concepts:** To prepare a report on the penetration digital financial services (online banking, virtual wallets and crowd funding) in different countries of the world. Understanding of various scams in Financial Markets Learning from movies (e.g.: GAFLA, The Wall Street, Fall of Lehman Brothers etc.) Any real life case related to Indian Financial System	08	20

Course Outcome:

- Understand the role and function of the financial system in reference to the macro economy
- Gain knowledge of Financial Services, Market Structure and various Regulatory Framework.
- Structure and Fundamentals of Banking and Specialized Financial services and its application.
- Ability to comprehend various concepts of crowd funding and crypto currency.
- Evaluate and create strategies to promote financial products and services.
- Foundational knowledge about Stock Market and Money Market.

List of Text Books:

- Indian Financial System, Sixth Edition, by Bharti Pathak, 5th Edition, Pearson.
- Indian Financial Systems, M Y Khan, 11th Edition, McGraw Hill.

List of Reference Books:

- Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.
- M Y Khan, “Financial Services”, TMH, 7th edition
- Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition.
- Anthony Saunders & Marcia Millon Cornett, “Financial Markets & Institutions”, TMH, 5th edition.

Open e-Resource:

- https://archive.nptel.ac.in/courses/110/105/110105121/
- https://onlinecourses.nptel.ac.in/noc23_mg46/preview
- https://onlinecourses.swayam2.ac.in/cec22_mg18/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110392	**Subject Title:** Retail Management
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand basic concepts of retail management and the latest developments in retail industry
- The course will also help to develop knowledge of contemporary retail management issues

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Retailing:** Retailing, Significance, Global and Indian Retail Scenario, types of retail formats (store and non-store), multi-channel and Omni channel retailing, retail market strategy	08	20
2	**Retail Locations strategy:** Retail locations, Site selection, Retailing Merchandising Planning and Procurement, Category management, Private Labels / Store Brands as a strategy tool. Retail buying behavior: The buying process, Types of buying decisions, Social factors influencing the buying process	08	20
3	**Retailing strategy:** Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities, The strategic retail planning process, Store layout, design and visual merchandising, Store atmospherics, customer service, Managing Human Resource as a key to store management. Merchandise management	08	20
4	**Retail pricing and communication mix:** Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, Planning the retail communication program	08	20
5	**Store Management:** Store management responsibilities, Recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery, **Information system in retailing:** Creating strategic advantage through supply	08	20

	chain and information system, The flow of information and products in supply chain		

Course Outcome:

At the end of the course, the students will be able to:

- Comprehend retailing's role in society and conversely, society's impact on retailing.
- Interpret the implications of various retail sub-categories on the overall success of retailing venture.
- Describe the characteristics of the local retailing for a given retail business.
- Propose store layout & design strategies and business processes that are best suited to a given retail business.
- Analyze operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
- Demonstrate how to communicate effectively with customers during the sales process

List of Text Books:

- Retail Management, Latest Edition, by Michael Levy, Barton Weitz, Dhruv Grewal, McGraw Hill.
- Retail Management: A strategic approach, Latest Edition, by Barry R. Berman, Joel Evans, Pearson
- Retail Management, Latest Edition, by Gibson G. Vedamani, Pearson

List of Reference Books:

- Retail Management, Latest Edition, by J. K. Nayak, Prakash C. Dash, Cengage
- Retail Management - Text and Cases, Latest Edition, by Swapna Pradhan, McGraw Hill

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The Journal of Business and Retail Management Research
- Retailer
- Www.rai.net.in – Website of Retailers Association of India
- www.indiaretailing.com

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc22_mg51/preview
- https://onlinecourses.swayam2.ac.in/imb19_mg02/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110393	**Subject Title:** Tourism and Hospitality Management
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand basic concepts of tourism and hospitality management
- The course will also help to prepare industry specific business responsibility such as: rapidly adjusting marketing strategies to new trends, Solving management problems in an unpredictably volatile environment, Serving a varied clientele and efficiently dealing with challenges, Managing personnel, finances, suppliers, and supply chains

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Fundamentals of Tourism as an Industry:** Definition and Concept, Phases of Tourism, Components of Tourism, Why do People Travel & Tourist Destinations, Tourism Infrastructure, Constituents of Tourism Industry, Major Trends (Past, Present and Future), Types of Tourism & Its various forms, India as a tourist place, Global Scenario of the industry	08	20
2	**Tourism Products**: Elements of Tourism Product & Characteristics, Tourism Product Life Cycle, **Tourism Services**: Travel Agencies & their roles, Types of Travel Agencies, Tour Operators & their roles, Differences between travel agency and tour operator, Role of Other Agencies in Tourism viz. UNWTO (World Tourism Organization), IATO, TAAI, FHRAI, IHA, IATA	08	20
3	**Hospitality Industry Overview**: Origin, Nature & Importance, Organizational Structure & Management of various types of hotels Star Categories of Hotels, Grading Systems and Criteria Classification of Hotels, Basis of Classification & Checklist	08	20
4	**Hotels & Restaurants Operations:** Departments of a Hotel & Coordination between them, Hotels Revenue Centres and Cost Centres, Food and Beverages Operations, Housekeeping, Front Office & Reservation Management, Room Servicing	08	20
5	**Event Management:** MICE (Meetings, Incentives, Conventions, Exhibitions), Business Events and Functions etc., Event Planning and Organizing, Site & Infrastructure Management, Human Resource Planning, Crisis Management, Event Marketing and Sponsorships	08	20

Course Outcome:
At the end of the course, the students will be able to:

- Discuss the nature of the industry, policies and the cultural diversity across geographies to be able to balance the global and local perspectives.
- Anticipate the likely challenges in managing the business and design adequate strategic responses to overcome them.
- Maximize on the new opportunities created by the challenges posed due to every changing business environment specific to the industry.
- Propose an ecosystem for inducting the ethical code of conduct while developing tourism business strategies which result in the economic and social upliftment of people and environment protection in different destinations
- Prepare a marketing communication for tourism and hospitality unit
- Design policies and processes for better people and resource management in a real or hypothetical hospitality unit.

List of Text Books:

- Hospitality and Tourism Management, Latest Edition, by Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa, Vikas Publishing House Pvt. Ltd.
- Introduction to Tourism and Hospitality Industry, Latest Edition, by Sudhir Andrews, Tata McGraw Hill Publishing Co. Ltd.

List of Reference Books:

- Sudhir Andrews, Latest Edition, by John Walker, Pearson Education
- Tourism: Operations and Management, Latest Edition, by SunetraRoday, Archana Biwal and Vandana Joshi, Oxford University Press

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Journal of Tourism and Hospitality Management
- International Journal of Tourism and Travel
- Journal of Hospitality & Tourism Research
- Tourism and Hospitality Research
- Hospitality Review
- Journal of Tourism & Hospitality
- http://www2.unwto.org/
- http://tourism.gov.in/

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc21_mg52/preview
- https://onlinecourses.swayam2.ac.in/cec19_mg30/preview
- https://onlinecourses.swayam2.ac.in/cec20_ge19/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110394	**Subject Title:** Social Media Analytics
Pre-requisite: Nil	

Course Objective:

- This course will introduce concepts and approaches to mining social media data. It focuses on obtaining and exploring those data, mining networks, and mining text from social platforms.
- Students will learn how to apply previously learned data mining concepts to a domain that will likely be familiar to all of them: social media. Students will learn to explore, model, and predict with network and textual data from existing social platforms.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Social Media Analytics (SMA):** Social media landscape, Need for SMA; SMA in Small organizations; SMA in large organizations; Application of SMA in different areas	08	20
2	**Network fundamentals and models:** The social networks perspective - nodes, ties and influencers, Social network and web data and methods. Graphs and Matrices- Basic measures for individuals and networks. Information visualization	08	20
3	**Making connections:** Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. **Web analytics tools and techniques:** Click stream analysis, A/B testing, online surveys, Use of Google Analytics; Web crawling and Indexing; Natural Language Processing Techniques for Micro-text Analysis	08	20
4	**Facebook Analytics:** Introduction, parameters, demographics. Analyzing page audience. Reach and Engagement analysis. Post-performance on FB, Use of Facebook Business Manager; Social campaigns. Measuring and Analyzing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube Twitter etc	08	20
5	**Processing and Visualizing Data**, Influence Maximization, Link Prediction, Collective Classification. Applications in Advertising and Game Analytics (Use of tools like Unity30 / PyCharm). Introduction to Python Programming, Collecting and analyzing social media data; visualization and exploration.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Explain and discuss the importance of Social Media Analytics.

- Evaluate effectiveness of different social media campaigns using various analytical tools.
- Apply appropriate analytic tools to a range of social media data sources.
- Apply appropriate analytic tools to a range of social media data sources.
- Analyze unstructured data primarily textual comments - for sentiments expressed in them
- Present a compelling argument for investment in social media in marketing budgets for a given plan

List of Text Books:

- Social Media Analytics, Latest Edition, by Mathew Ganis & Avinash Koihrkar, IBM Press
- Social Media Metrics, Latest Edition, by Jim Sterne, Wiley

List of Reference Books:

- Social Media ROI, Latest Edition, by Oliver Blanchard, Que Publishing
- Digital Analytics for Marketing, Latest Edition, by Marshall Sponder & Gorah F. Khan, Routledge
- Social Media Analytics, Latest Edition, by Marshall Sponder, McGraw Hill

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The Journal of Social Media in Society
- Journal of Digital and Social Media Marketing
- Social Media Marketing (Magazine)
- Brand Equity – Economic Times
- Brand Equity – Economic Times
- https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics
- https://analytics.facebook.com
- https://gameanalytics.com/blog/best-tools-for-mobile-game-developers.html
- https://www.jetbrains.com/pycharm/features/scientific_tools.html

Open e-Resource:

1. https://onlinecourses.nptel.ac.in/noc20_cs78/preview
2. https://onlinecourses.nptel.ac.in/noc22_cs117/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110395	**Subject Title:** EXIM Procedures
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to acquaint the student with the Export and Import policies and procedures
- This course will be also helpful to gain the understanding of various types of documentation required in international business and to understand the importance of INCOTERMS in international business.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Exports Regulatory Framework Governing and Imports:** Laws governing India's export-import (general provisions), Foreign trade (Development and Regulation) Act, 1992, Foreign trade (Development and Regulation) Amendment Bill, 2010, DGFT, The Customs Act, GST Act, **Export Inspection Council**	08	20
2	**Overview of Foreign Trade Policy (2015-2023):** Legal basis and duration of FTP, Handbook of Procedures, E-IEC, General Provisions, EDI, Bonded Warehouses, Free exports, Objective of MEIS & SEIS, Towns of Export Excellence, Specific Input-Output Norms (SION)	08	20
3	**INCO Terms Methods of Payment:** Open account, consignment, D/A, D/P • Letter of Credit (L/C), **International Trade Documents:** Aligned Documentation System (ADS), Proforma Invoice, Commercial Invoice, Packing List, Shipping Bill, Certificate of Origin, Consular Invoice, Certificate of Origin vs. Consular Invoice, Commercial Invoice vs. Consular Invoice, Mate's Receipt, Bill of Lading, Mate's Receipt vs. Bill of Lading, Guaranteed Remittance (GR) Form, Bill of Exchange, Airway Bill, Import Documents, **Role of Customs House Agent, Freight forwarders and Shipping Agents (in brief).**	08	20
4	**Export Procedure:** Registration Procedure, Pre-shipment Procedure, Shipment Procedure, Post-shipment Procedure (Realization of Export Proceeds), Excise Clearance for Exportable Goods / GST provisions **Quality Control and Pre-shipment Inspection:** Objectives of Quality Control and Pre-shipment Inspection, Methods of Quality Control and Pre-shipment Inspection, Procedure for Pre-shipment Inspection, Procedure for Shipping and Customs Clearance **Marine Insurance Policy:** Procedure for Marine Insurance Policy, Types of Marine Insurance Policies, Procedure for Filing Marine Insurance Claim,	08	20

	Registration-cum-Membership Certificate (RCMC), Role of Customs House Agents (CHAs)		
5	**Import Procedure:** Categories of Importers, Import License, Import of Samples, Import Contract, Pre-import Procedure, Legal Dimensions of Import Procedure, Retirement of Import Documents, Customs Clearance for Imported Goods, Warehousing of Imported Goods, Exchange Control Provisions for Imports, Import Risks, Import Duties, Valuation for Customs Duty, Import Incentives under Special Schemes, Import of Personal Baggage, Import of Gifts	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Identify and evaluate export or import opportunities in a specific sector / country.
- Estimate problems / bottlenecks encountered for a given foreign trade opportunity and recommend relevant solutions to adapt for trade with a specific country or region.
- Prepare a list of documents for export / import to a specific country for a specific sector.
- Critically analyze malpractices and unethical practices adopted in invoicing, packaging, shipping and export orders
- Prepare Standard Operating Procedures for Quality Control and detailed export / import procedures
- Simulate an export / import order and create a detailed process involving all documentation and procedural aspects.

List of Text Books:

- Export Policy, Procedures and Documentation, Latest Edition, by Mahajan M. I., Snowwhite Publications
- Export Import Management, Latest Edition, by Paul Justin and Rajiv Aserkar, Oxford

List of Reference Books:

- Export Management, Latest Edition, by D C Kapoor, Vikas
- Export Import Management, Latest Edition, by Parul Gupta, McGraw Hill
- Foreign Trade – Theory, Procedures, Practices and Documentation, Latest Edition, by Dr. Khushpat S. Jain, Dr. Apexa V. Jain, Himalaya

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- EXIM India
- International Journal of Export Marketing
- Economic Times
- EXIM News
- Global Trade Review
- Business Standard

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc21_hs46/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110396	**Subject Title:** Logistics and Supply Chain Management
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies.
- To develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain proess.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Logistics and Supply Chain Management – An Overview:** Logistics, SCM and the difference between logistics and SCM, Supply chain and value chain, Mission of logistics management, Value addition by logistics, Drivers of supply chain performance, **Supply Chain Strategy and Performance Measures:** Customer service and cost trade-offs, Impact of out-of-stock, Setting customer service objectives and priorities, Supply chain performance measures, Enhancing supply chain performance Outsourcing: Make versus Buy.	08	20
2	**Logistics Management:** Role of Logistics in Supply Chain Management, Logistics Service Providers 3PL's & 4PL's, Logistics Activities, Marketing and logistics interface, Logistics cost analysis and total cost analysis, Reducing logistics lead time, Packaging and materials handling	08	20
3	**Logistics Management:** Role of Logistics in Supply Chain Management, Logistics Service Providers 3PL's & 4PL's, Logistics Activities • Marketing and logistics interface, Logistics cost analysis and total cost analysis, Reducing logistics lead time, Packaging and materials handling, Direct shipping via milk run, Distribution centre, Cross docking, Shipping via DC using milk runs, Tailored network, **Routing, scheduling and sequencing in transportation**, **Vehicle Routing Problems. Route sequencing procedure:** Farthest insert, nearest insert, nearest neighbour, Sweep, **Route improvement procedure:** 2-OPT and 3-OPT. **Reverse Logistics:** Definition, reasons, benefits, Elements of reverse logistics, Closed loop supply chain	08	20
4	**Network Design:** Define the network design process, Perform a LSCM Audit, Examine the LSCM network alternatives, Conduct a Facility Location analysis, Make decisions regarding network and facility locations, Develop an	08	20

	implementation plan, **Modeling Approaches:** Optimization and simulation models • Facility Location **Supply Chain Integration:** • Internal and External Integration, **Supply Chain Restructuring**.		
5	**Synchronous Supply Chain:** Virtual supply chain and the extended enterprise, Quick response logistics, Role of information Agile Supply Chains. **Introduction to use of Technology in SCM:** Role of Technology in Supply Chain Management, Key Application Tools, **Strategic Challenges for supply chains. Sustainable Supply Chain Management.**	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Identify and evaluate export or import opportunities in a specific sector / country.
- Estimate problems / bottlenecks encountered for a given foreign trade opportunity and recommend relevant solutions to adapt for trade with a specific country or region.
- Prepare a list of documents for export / import to a specific country for a specific sector.
- Critically analyze malpractices and unethical practices adopted in invoicing, packaging, shipping and export orders
- Prepare Standard Operating Procedures for Quality Control and detailed export / import procedures
- Simulate an export / import order and create a detailed process involving all documentation and procedural aspects.

List of Text Books:

- Logistics and Supply Chain Management, Latest Edition, by Martin Christopher, FT Publishing
- Supply Chain Logistics Management, Latest Edition, by Donald J Bowersox, David J Closs, M. Bibxy Cooper, John C. Browersox, McGraw Hill

List of Reference Books:

- Managing Supply Chain: A Logistics Approach, Latest Edition, by John J. Coyle, C. John Langley, Brain J. Gibson, Robert A. Novack, Cengage
- Supply Chain Management: Text and Cases, Latest Edition, by Janat Shah, Pearson
- Supply Chain Management: Strategy, Planning, and Operation, by Chopra Sunil, Peter Meindl, Kalra Dharam Vir, Pearson Publishers

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The International Journal of Logistics Management
- International Journal of Logistics Research and Applications
- Journal of Supply Chain Management, Logistics and Procurement
- Logistics and Supply Chain Practices in India
- Supply Chain Management Review

Open e-Resource:

1. https://nptel.ac.in/courses/110106045

List of Suggested Experiments: NA

Indian Knowledge System (IKS) (Discipline Specific)

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 3rd SEMESTER

DOC NO: 4061

Subject Code: 30110399	**Subject Title:** Leadership
Pre-requisite: Nil	

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
Lecture	Tutorial	Practical	Credit	Theory		Practical		Total
				University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	
2	0	0	2	25	25	-	-	50

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Individual As a Leader**: Who is a Leader, Leadership Ethics & Traits, Leadership Motivation. **Team Leadership:** Coaching, Communication and Conflict Skills, Self-Managed Teams and Team Leadership.	10	50
2	**Leadership in Organizations:** Transformational and Charismatic Leadership, Leadership of Ethics, Diversity and culture. **Important Perspectives in Leadership:** Developing Leadership Skill, Leadership Styles of Indian Manager, Women & leadership.	10	50

Course Outcome:

At the end of the course, the students will be able to:

- Evaluate the leadership qualities essential for business and organizational stewardship.
- Critically evaluate the problems emerging in businesses and solve them through leadership acumen.
- Compare and contrast cultural differences and global approaches to managing those differences.
- Analyze social accountability and hence improve delivery on SRE.
- Develop crucial and appropriate Communication style adaptive to heterogeneous groups.
- Develop abilities to lead teams through efficient leadership

List of Text Books:

- Achua, Lussier, Effective Leadership, CENGAGE, Latest Edition.
- Chandramohan, Leadership and Management, Himalaya, Latest Edition.
- Gary Yukl, Leadership in Organisation, Pearson, Latest Edition.
- Peter G. Northhouse, Introduction to Leadership, Concepts & practices, SAGE, Latest Edition.
- Afsaneh Nahavandi, The Art & Science of Leadership, Prentice Hall, Latest Edition.
- Julian Barling, The Science of Leadership; Lessons from Research for organizational leader, Oxford University Press, Latest Edition.

- Micheal G. Rumsey, The Oxford Handbook of Leadership, Oxford University Press, Latest Edition.
- Bhargava & Bhargava, Team Building & Leadership, Himalaya, Latest Edition.
- Dr. D.K.Tripathi, Team Building & Leadership, Himalaya, Latest Edition.
- Kevin Dalton, Leadership & Management Development; Developing Tomorrow's Manager, Pearson, Latest Edition.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Harvard Business Review
- Vikalpa – A Journal for Decision Makers
- Journal of Leadership Studies, Willey Online Library; https://onlinelibrary.wiley.com/journal/1935262x.
- Journal of Leadership and Organizational Studies, Sage Journal; http://journals.sagepub.com/home/jlo
- The leadership Quarterly; An International Journal Of Political, Social And behavioural Science, ISSN: 1048-9843, https://www.journals.elsevier.com/the-leadership-quarterly

Open e-Resource:

- https://nptel.ac.in/courses/122105021
- https://nptel.ac.in/courses/110106151

List of Suggested Experiments: NA

MBA SEMESTER 4 SYLLABUS

Internship/Field work

Gandhinagar Institute of Management (GIM)

Master of Business Administration (MBA) Programme

GANDHINAGAR
UNIVERSITY

A Hand Book

for

CAPSTONE PROJECT (CP) (30110400)

(Year 2026-27)

Table of Contents

Sr. No.	Topic
□	**Introduction to Capstone Project (CP) Report**
□	**Objectives: Capstone Project (CP) Report**
□	**Guidelines Regarding Contents and Structure of the Project**
□	**Evaluation Criteria for Capstone Project Report**
□	**Frequently Asked Questions (FAQs) for Capstone Project**
□	**Annexure I: Parameters for Evaluation**
□	**Annexure II: Format for Report Submission**
□	**Annexure III: Formatting Specification**
□	**Annexure IV: Faculty Members & Students**

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME GUIDELINES FOR CAPSTONE PROJECT (CP)

❖ INTRODUCTION:

The students will have to undergo Capstone Project during the Fourth Semester and submit a **"Capstone Project Report**" by the end of the semester.

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

❖ OBJECTIVES:

- ✓ Capstone Project (**CP**) aims at widening the student's perspective by providing an exposure to realistic Managerial problems.
- ✓ Enhancing practical and managerial skills along also Encouraging creative problem-solving
- ✓ Applying theoretical knowledge to real business problems.
- ✓ CP also provides invaluable knowledge and networking experience to the students.
- ✓ Some ideal projects for CP can be in the areas of strategy formulation, Digital Marketing, FinTech, Cryptos, Financial Markets, Business Process Reengineering, Management Information Systems, ERP implementation, Human Resource Accounting, Human Resource Development, HR Audit, retail/investment banking, industry analysis, new product launches, sales and distribution, market research and advertising, etc., However, this is not an exhaustive list of areas but can be varied to suit the requirements of the current time or the need of domain area in which the student is carrying out an independent project. In some cases, even field work can also become an integral part of CP. The student need not shy away from taking up such projects.
- ✓ The student should ensure that the data and other information used in the study report are obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organization.

❖ GUIDELINES REGARDING CONTENTS AND STRUCTURE OF THE PROJECT:

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

❖ CRITERIA FOR EVALUATION OF CP

- ✓ The total marks for the CP project will be 150 and it carries 6 credits. The marks will be awarded in proportion of 100:50 by external and internal examiners respectively.
- ✓ Internal Viva: The institute must conduct internal viva at institute level where internal faculty guide will give marks out of 50 to each student appearing for Viva in consultation with an external person(s) called from industry. (Guidelines for industry person: Preferably a person of senior managerial level and at least having industry experience of 5 years)
- ✓ External Viva: External examiner shall be appointed by the University. He/she will evaluate CP project out of 100 marks based on parameters given in **Annexure I**.
- ✓ At the end of the viva, the External Examiner has to ensure that the marks given in the hard copy of the mark sheet and submit it to Examination Center of the University.

❖ FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students can work together in group for CP?	The CP can be undertaken **either individually or in a pair of Two Students.** In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
3	What should be the nature of the project?	The students should undertake a project which explores dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
4	What are the credits and marks of CP?	CP carries **6 credits** and of **150 marks.**
5	Is it compulsory for student to work under the guidance of Internal (Institute) faculty	**Yes,** it is compulsory for the Institute to allocate internal faculty to each student groups. These internal faculty will act as an internal guide for CP.
6	What is the proportion of Internal and External marks in CP?	**The proportion is 50:100.** Out of total marks of 150, the internal examiner has to give marks out of 50 and the external examiner has to give marks out of 100.
7	Is it compulsory to organize internal VIVA at institute before University CP VIVA?	**Yes, it is mandatory** to organize internal CP viva for the students. The internal evaluation carries 50 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
8	Is it required to attach company Certificate in the project report?	**For those students who have undertaken the CP in an organization, it is desirable** to attach the company certificate in the project report. **For those students who have carried out the CP independently,** it is not compulsory to attach Company certificate.

9	Is it required to attach institute certificate in the project report?	**Yes, it is required** for all the students to attach institute certificate in the project report. The institute certificate must be signed by internal faculty and counter signed by **Dean of the institute.**
10	How much plagiarism/similarity is allowed in the CP report?	Up to 30% plagiarism is allowed in the CP reports.
12	If plagiarism is above 30%, what should be done?	**If plagiarism is above 30% the said report is not accepted for CP VIVA.**, re-work should be given to student in order to bring down the plagiarism under the level of 30%.
13	Is it compulsory to attach Plagiarism report?	**Yes, it is compulsory** for all the students to attach plagiarism report in the CP report.
14	Which plagiarism software should be used?	**The licensed software** must be used to check plagiarism. Open source and free software are not allowed. If university is providing licensed software to institute, it is compulsory for all institutes to use the same software to check the **plagiarism.**
15	What are the passing criteria in CP?	The passing criteria of CP are same as other subjects of MBA course.
16	How many copies of project report are required to submit?	**The submission of project report is required as under.** **For University:** Hard Binding [The institute coordinator has to collect All CP Hard Binding and Submit to University Library. **For Institute:** One Soft (as per the requirement of institute) and Instructed by the Project Supervisor **For Student:** One Spiral binding **(Optional)** The same hard copy of project has to bring during External Viva

Annexure I

- ❖ PARAMETERS FOR EVALUATION:

The marks will be awarded on the following aspects:

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

- ❖ FLOW OF REPORT:

- ✓ Select a Relevant Topic & Define Objectives
- ✓ Give Background of Industry and Topic
- ✓ Conduct a Literature Review in the area of Research.
- ✓ Develop the Proposed Hypothesis based on the Objectives.
- ✓ Design a Research Methodology
- ✓ Collect and Analyze Data : For Primary Data prepare close ended structured questionnaire to collect the data
- ✓ Compile and Present Findings
- ✓ Conclude the Report
- ✓ Give References in APA Style for each source of Information.

- APA REFERENCE LIST EXAMPLES:-

- **Book:**

Michaels, P. J., & Balling, R. C., Jr. (2000). The satanic gases: Clearing the air about global warming. Washington, DC: Cato Institute.

In-text reference: (Michaels & Balling, 2000)

- **Magazine Articles:**

Allen, L. (2004, August). Will Tuvalu disappear beneath the sea? Global warming threatens to swamp a small island nation. Smithsonian, 35(5), 44-52

In-text references: (Allen, 2004)

- **Journal Article with Continuous Paging:**

Miller-Rushing, A. J., Primack, R. B., Primack, D., & Mukunda, S. (2006). Photographs and herbarium specimens as tools to document phonological changes in response to global warming. American Journal of Botany, 93, 1667-1674.

In-text reference: (Miller-Rushing, Primack, Primack, & Mukunda, 2006)

Annexure II

FORMAT FOR REPORT SUBMISSION:

< First Page/Title Page >

CAPSTONE Project

Report On

‘<**Title of Project**>’

At

<Name of Company / Organization> (If applicable)

Submitted to

Institute Code:

123

Institute Name: (In Full)

Under the Guidance of

Name of Faculty

(Designation)

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

Master of Business Administration (MBA)

Offered By

Gandhinagar

University

Prepared by:

<Name of Student>

< Enrolment No.>

MBA (Semester - IV)

Month & Year:

May 2026

<Second Page>

Student(s)'s Declaration

(On separate page)

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

Enrollment no.	Name	Signature

Place: ……..   Date: ……..

<Third Page>

Date:__/__/_____

Institute Certificate on University Letterhead>

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

“This is to Certify that this **CAPSTONE Project Report** Titled “……………………………………………………………………………………

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

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

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

Signature of HOD/Dean with Stamp of Institute
(Name of HOD/Dean)

< Fourth Page>

(Applicable If Capstone Done in Company)

Date:_____/___/________

Company / Organization Certificate<on Company's Letterhead >

To whomsoever it may concern

This is to certify that <Name of Student (Enrolment No.)>of<Name of Institute (Institute Code) > has successfully completed CAPSTONE Project Report titled "..." at <Name of Company with location >.

<Fifth Page>

Plagiarism Report (Digital Receipt & Similarity Percentage Page)

- **PREFACE (SEPARATE PAGE)**
- **ACKNOWLEDGEMENT (SEPARATE PAGE)**
- **EXECUTIVE SUMMARY (SEPARATE PAGE)**
- **TABLE OF CONTENT (SEPARATE PAGE)**
- **FULL REPORT (Main Report File Starting from Chapter-1)**

Annexure III

1. FORMATTING SPECIFICATIONS FOR REPORTS:

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for main headings titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Page Numbers :-
    - Title Page :- **No Number**
    - Initial Pages (Declaration to Table of Content):- **Numbering in Roman Numbers**
    - Main Report File (Starting from Chapter-1 to End of Report) :- **Normal Numbering**
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Student has to bring one hard copy at the time of External CP viva. Student has to take back the hard copy of report, once the viva-voce is over.)
- The WORD file may be converted to pdf format for online submission.

Annexure IV

✓ ROLE OF FACULTY MEMBERS & STUDENTS

ROLE OF CP FACULTY GUIDE:

- Providing the guidance to students before sending them to companies.
- Helping the students to understand the importance of CP.
- Encouraging and guiding students to prepare good quality report.
- Monitoring CP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during CP
- Each Faculty Guide has to ensure that all the students have to fulfill all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.

ROLE OF STUDENTS:

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

Marketing Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110411	**Subject Title:** Product & Brand Management **(Marketing Elective)**
Pre-requisite: Basics of Marketing management	

Course Objective:

- To examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions.
- To understand role of marketing communication vehicles and platforms in effective brand management.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Competition & Product Strategy:** Competition, Competitiveness and Product strategy, Marketing and Competitive success, Environmental change, Managing Competition. **Product Life Cycle:** Concept, Stages of PLC, Managerial Implications of PLC, Criticism of PLC. **Product Portfolio:** Concept, Factors influencing Product Portfolio, The BCG Growth Matrix, Shell's Directional Policy Matrix.	08	20

2	**New Product Development:** NPD Process. **Sales Forecasting:** Meaning, Qualitative Methods, Quantitative Methods. **Commercialization:** Stages, Test Marketing. **Managing the Mature Product:** Offensive Strategies, Defensive Strategies, Recycling Strategies.	08	20
3	**Branding & Brand Management:** Basics of Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process. **Customer-Based Brand Equity:** Customer-Based Brand Equity Model. **Brand Positioning:** Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining a Brand Mantra, Brand Audit. **Choosing Brand Elements to Build Brand Equity:** Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements	08	20
4	**Leveraging Secondary Brand Associations:** Meaning, Sources of secondary Brand Associations. **Developing a Brand Equity Measurement and Management System:** The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System. **Measuring Sources of Brand Equity:** Qualitative Research Techniques, Quantitative Research Techniques.	08	20
5	**Designing and Implementing Branding Strategies:** Brand Architecture, Brand Hierarchy, Cause Marketing, Green Marketing. **Brand Extension:** Meaning, Merits & Demerits. **Managing Brands over Time:** Reinforcing Brands, Revitalizing Brands, Adjustment to brand portfolio. **Managing Brands over Geographic Boundaries:** Merits & Demerits of Global marketing.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand & implement core concepts in branding.
- Differentiate branding strategies across categories and businesses and evaluate brand positioning strategies for different brands.
- Measure customer-based brand equity through brand audits and a brand report card.
- Craft an integrated brand communications campaign using various media.
- Develop perspective on various aspects of managing products successfully and developing strong brands.
- Comprehend the impact of marketing strategies in the brand building process

List of Text Books:

- Strategic Brand Management, Latest Edition, by Kevin Lane Keller, M.G. Parameswaran, Isaac Jacob, Pearson
- Product Strategy and Management, Latest Edition, by Michael Baker & Susan Hart, Pearson

List of Reference Books:

- Brand Management-Principles and Practices, Latest Edition, by Kirti Dutta, Oxford University Press
- Product Management, Latest Edition ,by Donald R. Lehman and Russell S. Winer, Tata McGraw Hill

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- IIMB Management Review
- Indian Journal of Marketing
- The IUP Journal of Brand Management
- The IUP Journal of Marketing Management
- Indian Management

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc23_mg110/preview
- https://onlinecourses.nptel.ac.in/noc23_mg117/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110412	**Subject Title:** Services Marketing **(Marketing Elective)**
Pre-requisite: Basics of Marketing	

Course Objective:

- This course will be helpful to understand concept of service, uniqueness of the services characteristics and its marketing implications.
- The course will help to discuss, measure, and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Services Marketing:** Characteristics of services, Product Versus Services, Categories of services based on ownership framework and type of processing, 7Ps of Services marketing. **Customer behaviour in service encounter:** Pre-purchase stage, Service-encounter stage, Post-encounter stage, Zone of tolerance.	08	20
2	**STP of services:** The Service Segmentation, Targeting, Positioning a Service in the marketplace, Understanding Positioning Maps, Developing Service Blueprint	08	20
3	**Services Marketing Mix:** Service as a Product, Pricing services, Delivering Services, Promoting Services.	08	20

4	**Services Marketing Mix – Expanded:** People in services, CRM practices, Service Process, Physical Evidence of services.	08	20
5	**Service Quality and Measurement:** Service quality, SERVQUAL, E-S-QUAL, Seven Service Quality GAPs, Soft and Hard measures of service quality.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Critically discuss the unique nature and characteristics of services and the active role of the customer within the service system.
- Integrate the 7 P's of the services marketing mix to develop a positioning strategy for any service organization.
- Discuss the influences of the multicultural marketplace and global trends in services on services marketing.
- Formulate ethical and socially responsible service recovery mechanisms for a given service organization.
- Prepare, communicate and justify marketing mixes and information systems for service-based organizations.
- Conduct an investigation of the service marketing function of a service organization and recommend a viable strategic solution.

List of Text Books:

- Services Marketing: People, Technology, Strategy, Latest Edition, by Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee. Pearson.
- Services Marketing: Integrating Customer Focus Across the Firm, Latest Edition, by Valeire Zeithmal, Mary Jo Bitner, Dwayne D. Gremier, Ajay Pandit, McGraw Hill
- Services Marketing, Latest Edition, by K. Rama Mohan Rao, Pearson

List of Reference Books:

- Services Marketing, Latest Edition, by Rajendra Nargundkar, McGraw Hill
- Services Marketing: Indian Context, Latest Edition, by R. Srinivasan, PHI
- Services Marketing: Concepts, Strategies and Cases, Latest Edition, by K Douglas Hoffman, John E. G. Bateson, Cengage.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Journal of Services Marketing

- Services Marketing Quarterly
- Services Marketing Journal (IUP)
- Journal of Financial Services
- Marketing Indian Journal of Marketing

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc20_mg12/preview
- https://onlinecourses.nptel.ac.in/noc20_mg07/preview

List of Suggested Experiments: NA

Finance Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110421	**Subject Title:** International Finance
Pre-requisite: Basic Financial Literacy	

Course Description:

The course focuses to provide an understanding of both the key features of foreign exchange markets and the actual problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates.

Course Objective:

- The main objective of this course is to understand the basics of International Finance Mechanism.
- The succeeding objective of this course is to equip the students with the Several Tools and Techniques to Hedge the International Exposures.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to International Finance:** Globalization and Multinational firm, **(Theory)**, International Monetary System, Balance of payment **(Theory)**, International Parity Relationship & Forecasting Foreign, Exchange rate. **(Theory & Numeric Examples).**	06	15
2	**Foreign Exchange & Forward Exchange Arithmetic (Theory & Numeric Examples):** Market for Foreign Exchange, Exchange Arithmetic, Forward Exchange contracts formation, Forward Exchange rate based on Cross rates, Execution	10	25

	of Forward Contracts, Cancellation of Forward Contracts, Extension of Forward contract.		
3	**International Financial Markets & Cash Management (Theory):** International Banking Market – Types of International banks, International Banking Operations. International Money market – Global Monetary system, Multinational Cash Management.	06	15
4	**International Bond Market** – Types of International Bonds, Structure of International Bond Market, LIBOR & MIBOR. **International Equity Market – Structure of International Equity market** (ADR, GDR, and EURO) **International Contract & Procedure (Theory):** Introduction of Letter of credit- Meaning & Mechanism of Letter of credit, Process of Issue of Letter of credit Types of letter of Credit, Operation of Letter of Credit, Parties to Letter of Credit.	08	20
5	**Managing International Exposure(Theory & Numerical): Economic Exposure** – Meaning, Causes and Tools to hedge economic exposure**, Management of Transaction Exposure –** Meaning, sources and techniques to reduce transaction exposure **, Management of Translation Exposure –** Meaning, Various methods of currency translation, Translation of Balance sheet and profit and loss account in International Market.	10	25

Course Outcome:

At the end of the course, the students will be able to:

- Understand the basic concepts and Techniques in International Finance.
- Create International Forward Contracts and various remedies on cancelation and extension of forward Contracts.
- Learn Basic Structure of International Money Market, Equity Market and Bond Market
- Understand the international Banking structure and international liquidity Management.
- Learn framework and operations of Letter of credit in International market and various types of Letter of credit.
- Comprehend Various International Financial Exposures and preparing strategies to minimize International exposure.

List of References:

- Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
- O P Agarwal International Financial Management, 3rd Edition 2014 HPH
- APTE. P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.

Open e-Resources:

- https://archive.nptel.ac.in/courses/110/105/110105057/

List of Suggested Experiments/Assignment: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110422	**Subject Title: Corporate Restructuring and Valuation**
Pre-requisite: Not Applicable	

Course Objective:

The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
04	00	00	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Corporate Restructuring:** Concept, Reasons for Restructuring, Barriers to Restructuring, **Types of Corporate Restructuring: Expansion:** Amalgamation, Absorption, Asset acquisition/Mergers & Acquisitions, Concept, Classification of Mergers, Motives behind M & A, Reasons for failure, Reverse Merger, Recent Examples of M & A in India, Concept of Acquisition and types of Acquisitions: Joint venture, Types, benefits, Cross border expansion, Reasons, benefits **Contraction:** Spinoff, Split-ups, Equity carve out Divestiture / Asset sale, Concept, benefits, Types of Divesture Reasons for Divesture **Corporate controls:** Going private Buyback **Leveraged Buyouts:** Concept, types of LBOs, **Takeover and Anti-takeover defence** Concept, Takeover Defence tactics, Benefits and disadvantages of Takeover **ESOPs:** Concept (only theory), **Due diligence:**	08	20

	Concept, types of Due Diligence		
2	**Basics of Business Valuation:** Introduction, Purpose of valuation, Role of Valuation, key, Concepts of value: Market Value, Book Value, Liquidation value Intrinsic Value, Replacement Value, Fair value, Valuation process **Overview of various approaches to valuation (Theory & Numerical) Asset Based Valuation:** Net Asset Method Book Value basis Market Value basis Liquidation Value basis **Income Based Valuation:** Discounted Cash Flow Method Equity Valuation and Firm Valuation covering Stable growth and two stage growth (FCFE and FCFF models) Dividend Yield Method Capitalization Method	08	20
3	**Market Based Valuation:(Theory & Numerical)** Comparable company and Transaction Analysis Method Fair Value Method **Valuation Using Multiples:(Theory & Numerical)** Earnings Based Approach (Earnings - Capitalization Method, EPS, MPS, P/E Ratio), **Exchange Ratio and Synergy:(Theory & Numerical** Concept ER based on EPS, MPS, PE Combined EPS, Combined MPS, Combined PE Minimum and Maximum Exchange Ratio based on MPS and EPS Market value of merged firm Cost and Benefits of a merger	08	20
4	**Overview of Valuation of Intangible Assets (Only Theory)** Definition of Intangibles, Reasons Conduct Intangible Valuation, Recognition, Valuation of Goodwill, Brands and Human Resource **Accounting for Mergers:** AS14 Methods of Accounting Balance Sheet Treatments after M & A, Discussion on the Practical Ecosystem for Corporate Restructuring through real Indian cases such as Split of Reliance Industries Limited, RIL-RPL merger, ICICI-ICICI Bank Merger, LIC-IDBI Bank, IDBI-IDBI Bank etc.	08	20
5	**Practical Application of the Concepts:** Various Case Studies on Enterprise Valuation, A case report correlating the theories and valuation model must be prepared by using the data and example of M&A deals occurred in the past. (For preparing this case report, any sector and any deal pertaining to that sector can be taken as per choice and discretion)	08	20

Course Outcome:

- Evaluate the concepts related to valuation of business enterprises and various forms of corporate restructuring.
- Identify and estimate value of operational, financial, and managerial synergies and incorporate those into the deal value calculations.
- Evaluate the cultural differences between national and international Mergers and Acquisitions (M & A).

- Analyse the rights of the affected employees and the responsibilities of the shareholders in M & A transactions.
- Analyze the various models of Business Valuation.
- Appraise the importance of internal and external communication during pre and post period of M &

List of Text Books:

- Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
- Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
- Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition

List of Reference Books:

- Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition.
- Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
- Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
- Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
- Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition
- Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition
- Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
- John C. Michelson, Restructuring for Growth, TATA McGraw Hill, Latest Edition

Open e-Resource:

1. https://archive.nptel.ac.in/courses/110/105/110105165/
2. https://www.digimat.in/nptel/courses/video/110105165/L19.html
3. https://www.coursera.org/learn/value-creation
4. https://www.coursera.org/specializations/mergersandacquisitions

List of Suggested Experiments: NA

Human Resource Management

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110431	**Subject Title:** Performance Management
Pre-requisite: Nil	

Course Objective:

The course aims to equip the students to

- Develop and implement a performance management system
- Select appropriate performance appraisal methods and tools.
- Link individual goals and performance to the company's strategy.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Performance Management -** Aims, Characteristics; Developments in Performance Management; performance management system and organization culture, Concerns; Performance Appraisal and performance Management – PM and MBO – Techniques of Appraisal	6	25
2	**Process of Performance Management -** Planning, Performance Management cycle; Working of PM; Performance Management Activities; Linking PMS with other HR functions. Potential Appraisal Performance Mentoring, Objectives; Process; Conditions for Effective Performance mentoring	8	25
3	**Performance Monitoring -** Assessment Center, Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree	14	25

	appraisal, Competency Mapping & Competency Modelling, H.R.Scorecard.,H.R.Audit,Errors in appraisal		
4	**Role of Training and Development in PMS** - Performance based compensation, performance based career planning and succession planning, Role of HR Professionals in Performance Management , Performance Agreements; Performance Reviews; feedbacks – e-PM,strategic role of HR professionals	12	25

Course Outcome:

At the end of the course, the students would be able to:

- Explain the concept, aims, characteristics, and evolution of Performance Management Systems and their linkage with organizational culture and strategy.
- Analyze the Performance Management process, including planning, performance cycles, mentoring, and integration of PMS with other HR functions.
- Apply appropriate performance monitoring and appraisal techniques such as MBO, 360-degree appraisal, assessment centers, competency mapping, and HR scorecard.
- Evaluate performance measurement criteria and appraisal errors to ensure fairness, accuracy, and effectiveness in performance assessment.
- Assess the role of training & development, performance-based compensation, career planning, and HR professionals in strengthening organizational performance management systems.

List of Textbooks:

- Kohli A S & Deb T Performance Management Oxford Higher Education 2008/ Latest edition.
- T.V. Rao Performance Management and Appraisal Systems Response Books Latest edition
- G.K.Suri Performance Measurement and Management Excel Publications Latest edition

List of References:

- Bagchi Soumendra Performance Management Cengage Learning Latest edition
- Armstrong, M&Baron Performance Management: The new Realities Institute of Personnel & Development, London Latest edition.
- G.K.Suri Performance Measurement and Management Excel Publications latest edition.

List of Journals/Periodicals/Magazines/Newspapers, etc.

- Journal of Managerial Psychology
- International Journal of Business Performance Management
- Procedia- Social & Behavioral Sciences
- Asian Journal of Management Cases
- Harvard Business Review
- Global Business Review

Open e-Resource: Nil

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110432	**Subject Title:** Human Resource Planning & Development
Pre-requisite: Basics of Human Resource Management	

Course Objective:

- To know the conceptual and practical foundations of Human Resource Development
- To get basic knowledge about developing HRD Strategy; implications of practicing strategic approach to HRD ETC.
- Identify HRD Needs and designing, delivering and evaluating learning and development interventions etc.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to HRD:** Definition, Relationship between HRM & HRD, Functions of HRD, HRD Climate, Roles & Competencies of HRD, professional, Aligning HRD with corporate strategy, the evolution of the HRD theory, shift from training to Learning, Interventions to informal workplace training, Psychology to sociological perspective of learning, Model of Employee Behavior and Employee Influences. **Work System of Human Resource Planning & Development:** Human Resource Planning and procurement techniques, Overview of global sourcing, Work planning and role	08	20

	analysis, Work review and feedback, Potential individual as well as team appraisal, Trends in performance management and feedback.		
2	**The Role & Theories of Learning and HRD:** Learning and Instruction, Different theories of learning, Maximizing Learning, Potential barriers in learning, Learning strategies and style. **HRD Needs:** Purpose of Assessment, Different level of Need Assessment (personal/task/Organizational/Strategic), Prioritizing HRD needs, A systematic approach to Training need Assessment, Training & HRD process model.	08	20
3	**Designing Effective HRD programs:** Defining the objectives of the HRD interventions, Make –versus –buy decision, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs. **Training Delivery methods:** Various On-Job Training methods, Different Off the Job/Classroom Training approaches, Computer based training program and others, Implementing the Training Programs.	08	20
4	**HRD Program evaluation:** Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Different approaches for evaluation like Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc., The training Evaluation Process, Data Collection for HRD evaluation, Ethical issues concerning Evaluation.	08	20
5	**HRD Applications:** Management Development and Management education/Training, Socialization & orientation of Employees, Employee Counseling and wellness Services, Coaching and performance management-Competency Mapping, Assessment centers, Career planning and development, Succession Planning and Career Management, Employee skills and technical training (Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc.).	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- Forecast future requirements of human resources with different levels of skills.
- Design processes and policies to source and develop human resources.

- Evaluate human resource planning techniques and models being developed and adapted globally.
- Develop sensitivity to different cultures and sense of responsibility for employee’s development.
- Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.

List of Text Books:

- Human Resource Development, 6th Edition, by Jon M. Werner, Randy L. DeSimone, Cengage Learning
- Human Resource Development, Latest Edition, by David Mankin, Oxford

List of Reference Books:

- Strategic Human Resource Management and Development, Latest Edition, by Ekta Sharma, Pearson
- Enriching Human Capital through Training and Development, Latest Edition, by P. L. Rao, Excel

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- Human Capital Vikalpa: The Journal of Decision Makers
- Indian Management
- Outlook

Open e-Resource: NIL

List of Suggested Experiments: NA

Information Technology Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110441	**Subject Title:** Strategic Information Technology Management
Pre-requisite: Basics of Information Technology	

Course Objective:

- To gain knowledge and competency-based framework related to Information Technology planning, implementation and management.
- To develop an understanding of use of Information Technology as a Strategic Tool for Business Management.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Organizational Transformation with IT:** Need & Challenges. **Assessing the Value of Investing in IT:** The Productivity Paradox. **Implementing IT:** Process, Change Management. **Structuring and Managing The IT Function:** Information Politics, CIO.	08	20
2	**The Legacy Environment:** Strategy to change legacy system. **Components of System:** Computer system, The Database, Networks.	08	20

3	**E-business and E-commerce:** Types of E-commerce, Overview of M-Commerce, Benefits & Challenges. **Enterprise Systems:** CRM, SCM, ERP, SRM.	08	20
4	**Types of Information System:** MIS & DSS, Components of DSS, Types of DSS, GDSS & EIS. **Knowledge Management:** Types of knowledge, KM Value chain.	08	20
5	**Artificial Intelligence & Expert Systems:** CBR, Neural network, Intelligent Agents. **Ethical Issues:** Intellectual Property Rights, Cybercrime.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Critically analyzing business situations and problems
- Understand the role that information technology can play in solving business problems
- Evaluate the competitive and operational impacts of adopting new information technologies
- Integrate and apply knowledge gained in basic concepts to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real world situations and develop creative solutions, using a strategic management perspective.
- Develop an understanding of use of Information Technology as a Strategic Tool for Business Management.

List of Text Books:

- Information Technology: Strategic Decision-Making for Managers, Latest Edition, by Henry C. Lucas, Jr., Wiley Publication
- Strategic IT Management: A concise study, Latest Edition, by S. A. Kelkar, PHI Publication

List of Reference Books:

- IT for Management: Improving Performance in the Digital Economy, Latest Edition, by Efraim TurbanI, Linda Volonino, Wiley
- IT for Managers, Latest Edition, by Dr. B. Muthu Kumaran, Oxford

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- PC World
- Dataquest
- Electronics for You
- Express Computer

- Open Source for You

Open e-Resource:

- Prof. Dr. Subodh Kesharwani, “Computer Application in Business”, MOOC, https://onlinecourses.swayam2.ac.in/nou22_cm13/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110442	**Subject Title:** Business Process Reengineering
Pre-requisite: Nil	

Course Objective:

The course aims to equip the students to

- To provide students with an understanding of the concept, fundamentals, and importance of Business Process Re-engineering (BPR) and its role in improving organizational efficiency.
- To develop knowledge about the implementation of BPR, the role of Information Technology, ERP systems, and process redesign techniques used in modern organizations.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Definition:** Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process re-engineering (BPR), **BPR and Information Technology:** Relationship between BPR and Information Technology, Role of Role of information technology (IT) Major issues in process redesign:	08	15
2	**Business vision and process objectives:** Processes to be redesigned, Measuring existing processes, Role of information technology (IT) and identifying IT levers.	08	20
3	**BPR Implementation Methodology:** Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR.	09	20
4	**Typical BPR activities within phases:** Change management, Performance management. Lean Manufacturing and Environment, **Enterprise Resource Planning:** Need Characteristics and Benefits of ERP.	08	25
5	**Functional Information System:** Marketing, Production, Material Management, Accounting and Finance, HRM.	07	20

Course Outcome:

At the end of the course, the students shall be able to:

- Explain the concept, importance, and fundamentals of Business Process Re-engineering (BPR) and its need in modern organizations.
- Understand the role of Information Technology in BPR and identify IT tools that support process redesign.
- Analyze different BPR implementation methodologies, phases, and models used for improving organizational processes.
- Evaluate the role of ERP systems and functional information systems such as marketing, production, finance, and HR in business processes.
- Apply BPR concepts to analyze case studies and real organizational practices to understand how process re-engineering improves efficiency and performance.

List of References/ Reference Book:

- Business Process Reengineering, Latest Edition by R. Radhakrishnan S.Balasubramanian, PHI.
- Organizational Transformation through Business Process Reengineering, Latest Edition by Vikram Sethi William R. King, Pearson.
- Business Process Reengineering and Change Management, Latest Edition by B.R.Dey, Wiley.
- Business Process Reengineering, Latest Edition by Dr. Charles W.Zamzow, Galgotia.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Digichip
- PC World
- Dataquest
- Database trends and application (DBTA)

List of Suggested Experiments: NA

Business Analytics Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110461	**Subject Title:** Advanced Machine Learning
Pre-requisite: Basics of Machine learning	

Course Objective:

The course aims to equip the students to

- Fit Time-Series Data using ARIMA model
- Describe some applications of Deep Learning
- Use Image Recognition techniques in Deep Learning
- Describe Reinforcement Learning

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction Time-Series:** Into of Time Series, Forecasting Time-Series, **Stationary Process and ARIMA Models:** Stationary Time Series, Non-Stationary Time Series, Auto Regressive Models, ARIMA models **Exponential Smoothing Models:** What are Smoothing Techniques, Exponential Smoothing Techniques.	10	20
2	**ARCH/GARCH Models:** How to deal with Non-Stationary Data, ARCH Models, GARCH Models, **Introduction to AI:** What is Artificial Intelligence, Why AI is useful, **Application of AI:** Application of AI in Business Analytics, Application of AI in Medical Sciences, Application of AI in Industry.	06	15
3	**Introduction to Deep Learning:** What is Deep Learning, Deep Learning Applications, **Artificial Neural Networks:** What are Neural Networks, Understanding MLPN, FFN and BPN, **Convolutional Neural Networks:** CNN, Understanding CNN, Implementing CNN in R.	10	25

4	**Deep Learning Applications:** Recurrent Neural Networks, Long Short-Term Memory Networks, Auto-Encoders, **Reinforcement Learning:** What is Reinforcement Learning, Reinforcement Learning Application using R,	10	25
5	**Image Recognition using Deep Learning:** Working with Image, Image Classification using R.	04	15

Course Outcome:

At the end of the course, the students shall be able to:

- Understand the fundamentals of Time Series Analysis and apply forecasting techniques for analyzing business data trends.
- Apply time-series models such as ARIMA, exponential smoothing, and GARCH to analyze stationary and non-stationary data.
- Explain the concepts and applications of Artificial Intelligence and evaluate its role in business analytics, medical sciences, and industrial applications.
- Understand the fundamentals of Deep Learning and implement neural network models such as MLPN, FFN, BPN, and CNN using R.
- Apply deep learning techniques such as Recurrent Neural Network, Long Short-Term Memory, reinforcement learning, and image recognition for solving real-world analytical problems.

List of References/ Reference Book:

- The Analysis of Time Series- An Introduction, 6th edition, by Chris Chatfield, Chapman & Hall/CRC.
- Time Series Analysis- Forecast and Control, Latest edition, by Box and Jenkins, Wiley.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- The IUP Journal of Management Research
- Vikalpa: The Journal of Decision Makers
- The IUP Journal of Information Technology
- Capital Market
- Indian Management
- Outlook

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110462	**Subject Title:** Unstructured Data Analysis
Pre-requisite: Basics of Data Analytics	

Course Objective:

The course aims to equip the students to

- Describe how to analyses unstructured data
- Create word cloud
- Perform sentiment analysis
- Use Machine Learning techniques to detect fake news

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
Lecture	Tutorial	Practical	Credit	Theory		Practical		Total
				University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Unstructured Data:** What is unstructured data, Difference between structured and unstructured data, Analyzing unstructured data, **Feature Extraction in Unstructured Data:** Textual Data, Pictorial Data, **Word Cloud Creation:** What is Word Cloud, Creation of Word Cloud using R.	06	15
2	**Text Classification:** Pre-processing the Data for Text Classification, Classification using different classifier Models. **Sentiment Analysis:** Different Sentiment Analysis Models, Performing Sentiment Analysis using R, **Topic Modelling:** What is Topic Modelling, Examples of Topic Modelling, Topic Modelling vs. Topic Classification, Latent Semantic Analysis, Latent Dirichlet Classification.	06	15
3	**Introduction to NoSQL Database:** Difference between SQL and NoSQL Database, Types of NoSQL Databases, How NoSQL Databases work, **Performing basic operations in NoSQL Database:** Introduction to MongoDB Working with MongoDB, **Working with Audio Data:** What is Audio Data, How to work with Audio Data.	10	25
4	**Audio Data Classification:** Pre-processing Audio Data, Audio Data Classification, **Working with Image:** What is Image Data, Pre-processing	12	30

	Image Data, **Image Data Classification:** How to classify Image Data? Different Algorithms for Image Data Classification, **Introduction to Video Classification:** How to work with Video Data, Video Data Classification Techniques.		
5	**Fake News Prediction:** Fake News Classification, Data Import, Processing Fake News Data, Classifying Fake News.	06	15

Course Outcome:

At the end of the course, the students shall be able to:

- Understand the concept of Unstructured Data and differentiate between structured and unstructured data while applying techniques for analyzing unstructured datasets.
- Apply feature extraction and text processing techniques such as word cloud creation, text classification, and sentiment analysis using R.
- Explain and implement topic modelling techniques including Latent Semantic Analysis and Latent Dirichlet Allocation for discovering hidden patterns in textual data.
- Understand the concepts of NoSQL databases and perform basic operations using MongoDB for managing large-scale unstructured data.
- Analyze and classify multimedia data such as audio, images, and video, and apply analytical techniques for tasks like fake news prediction and classification.

List of References/ Reference Book:

- Introduction to Data Mining, Latest edition by Tan, Steinbach and Kumar, Pearson.
- Machine Learning for Audio, Video and Image Analysis, Latest edition by Camastra and Vinciarelli, Springer.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Asian Journal of Management Cases
- The IUP Journal of Management Research
- Vikalpa: The Journal of Decision Makers
- The IUP Journal of Information Technology
- Capital Market
- Indian Management
- Outlook

List of Suggested Experiments: NA

Sports Management Specialization

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4thSEMESTER

MBA SPECIALIZATION – SPORTS MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sports Media Management
Pre-requisite: Basic Understanding of sports management and media management	

Course Objective: Students learn how media and communication help promote sports and connect with fans.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	Introduction to Sports Media & Management: Meaning sports media and its importance, Managing Sports Organization, Roles in sports media (journalists, PR, broadcasters)	08	20
2	Sports Marketing & Promotion: How to promote teams, players, and events; Using ads, sponsorships, and campaigns; Engaging fans through exciting promotions	08	20
3	Digital Media & Social Media in Sports: Using social media platforms for sports, creating content for fans (videos, posts, stories), Understanding online fan behaviour	08	20
4	Broadcasting & Journalism in Sports: Basics of TV, radio, and online sports broadcasting, Writing sports news and reporting matches, Interviewing players and press events	08	20

5	Event & Brand Management in Sports: Organizing sports events (matches, tournaments), Managing sports brands and reputation, Measuring success and fan engagement	08	20

Course Outcome:

- Understand how sports organizations and media work together.
- Learn to promote sports teams, players, and events effectively.
- Use social media and digital tools to engage fans.
- Gain skills in sports reporting, broadcasting, and communication.
- Manage sports events and build strong sports brands.

List of References:

- Sports Management in India, Second Edition, Pandey, B., Khel Sahitya Kendra, New Delhi
- Sports Journalism in India, First Edition, Sharma, R.K., Sports Publication, New Delhi
- Principles of Sports Marketing, First Edition, Chawla & Mehta, Oxford University Press India

List of Journals online link etc.

- https://journals.humankinetics.com/view/journals/ijsc/ijsc-overview.xml
- https://scholarworks.iu.edu/journals/index.php/index
- https://www.tandfonline.com/toc/fcss20/current

Open e-Resources: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4thSEMESTER

MBA SPECIALIZATION – SPORTS MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sports Logistics & Supply Chain Management
Pre-requisite: Basic understanding of management principles, fundamental logistics, and operations processes related to supply chain activities.	

Course Objective:

To develop fundamental understanding of sports logistics and supply chain management concepts, scope, and evolution.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Sports Logistics and Supply Chain Management:** Definition and Importance sports logistics and supply chain management- Key components and functions of sports supply chains- Scope of sports logistics and supply chain management- Evolution of supply chain management. Trends and Challenges in Sports Logistics and Supply Chain Management.	08	20
2	**Supply Chain Network Design and Strategy for Sports Organizations:** Reviewing supply chain Network design in the sports industry: Key performance indicators (KPIs) for sports supply chains. Performance measurement techniques and tools. Evaluating the efficiency and effectiveness of sports supply chains. Risk management in sports supply chains: Identifying and assessing risks in sports supply chains. Developing risk mitigation strategies and contingency plans. Network Design in an Uncertain Environment. Understanding Supply Chain Strategy in Sports: Importance of supply chain strategy. Differentiating supply chain strategy from overall organizational strategy. Aligning supply chain strategy with the goals and objectives of sports organizations.	08	20

3	**Planning and Managing Inventories in a Supply Chain:** Introduction to Inventory Management: Importance of Inventory Management in the Supply Chain. Role of inventory in balancing supply and demand. Inventory Planning and Forecasting: Aggregate Planning, Sales and operations planning (S&OP), Demand forecasting- Forecasting methods and techniques in the sports industry. Inventory control techniques for sports equipment and merchandise - Just-in-time (JIT) and lean principles in sports inventory management. Emerging Trends and Technologies in Inventory Management.	08	20
4	**Transportation and Distribution Management in Sports:** Importance of transportation management in supply chain operations. Transportation Modes, Selection and their characteristics- Transportation Planning and Routing. Scheduling for sports deliveries, and freight consolidation, Last-Mile Delivery and Customer Service.	08	20
5	**Warehouse and Sustainability in Sports Supply Chain Management:** Warehouse layout and design for sports organizations- Importance of warehouse management in supply chain. Role of warehouses in the overall logistics process. Challenges of warehouse management. Sustainable Warehouse Practices: Concept of sustainability in warehouse management. Incorporating sustainability considerations in packaging, material handling, and transportation. Environmental and social sustainability in supply chains. Green logistics and reverse logistics, Ethical considerations in supply chain operations.	08	20

Course Outcome:

- To explain the structure, components, and importance of sports supply chains.
- To evaluate and design efficient supply chain networks and strategies for sports organizations using KPIs.
- To apply inventory management techniques, forecasting methods, and JIT principles in sports contexts.
- To analyze and optimize transportation, routing, and distribution systems for sports logistics.
- To assess warehouse operations and implement sustainable and ethical supply chain practices.

List of References:

- Sunil Chopra and Peter Meindl, 2001 (latest editions continuously updated) Supply Chain Management: Strategy, Planning, and Operation. Pearson Education
- Martin Christopher. Logistics and Supply Chain Management., FT Publishing (Pearson)
- David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, 2000, Designing and Managing the Supply Chain, McGraw-Hill

List of Journals online link etc.

- https://www.emerald.com/insight/publication/issn/0957-4093

- https://onlinelibrary.wiley.com/journal/1745493x
- https://www.journals.elsevier.com/transportation-research-part-e-logistics-and-transportation-review

Open e-Resources: NA

List of Suggested Experiments: NA

Sports & Event Management

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

MBA SPECIALIZATION – SPORTS & EVENT MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Sports Media Management
Pre-requisite: Basic Understanding of sports management and media management	

Course Objective: Students learn how media and communication help promote sports and connect with fans.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	Introduction to Sports Media & Management: Meaning sports media and its importance, Managing Sports Organization, Roles in sports media (journalists, PR, broadcasters)	08	20
2	Sports Marketing & Promotion: How to promote teams, players, and events; Using ads, sponsorships, and campaigns; Engaging fans through exciting promotions	08	20
3	Digital Media & Social Media in Sports: Using social media platforms for sports, creating content for fans (videos, posts, stories), Understanding online fan behaviour	08	20
4	Broadcasting & Journalism in Sports: Basics of TV, radio, and online sports broadcasting, Writing sports news and reporting matches, Interviewing players and press events	08	20

5	Event & Brand Management in Sports: Organizing sports events (matches, tournaments), Managing sports brands and reputation, Measuring success and fan engagement	08	20

Course Outcome:

- Understand how sports organizations and media work together.
- Learn to promote sports teams, players, and events effectively.
- Use social media and digital tools to engage fans.
- Gain skills in sports reporting, broadcasting, and communication.
- Manage sports events and build strong sports brands.

List of References:

- Sports Management in India, Second Edition, Pandey, B., Khel Sahitya Kendra, New Delhi
- Sports Journalism in India, First Edition, Sharma, R.K., Sports Publication, New Delhi
- Principles of Sports Marketing, First Edition, Chawla & Mehta, Oxford University Press India

List of Journals online link etc.

- https://journals.humankinetics.com/view/journals/ijsc/ijsc-overview.xml
- https://scholarworks.iu.edu/journals/index.php/index
- https://www.tandfonline.com/toc/fcss20/current

Open e-Resources: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

MBA SPECIALIZATION – SPORTS & EVENT MANAGEMENT

DOC NO: 4061

Subject Code:	**Subject Title:** Event Production Process
Pre-requisite: Basic Knowledge of management, communication, teamwork, and event planning concepts.	

Course Objective:

- The objective of the course is to understand students how to plan, organize, and manage all technical and operational aspects of successful events.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	Introduction to Event Production: Meaning and importance of event production, Scope and functions of event production, Types of events and production requirements, Roles and responsibilities of production team Event production process and planning stages, Latest trends in event production industry	08	20
2	Pre-Production Planning: Event concept and theme development, Production budgeting and scheduling, Venue selection and site inspection, Production design and layout planning, Vendor and supplier coordination, Technical requirement planning	08	20
3	Technical Production Management: Stage design and set production, Sound, lighting, and audio-visual management, LED walls, projection, and special effects, Power supply and technical setup, Backstage management and artist coordination, Crowd and audience management	08	20
4	Event Operations and Execution: Event logistics and transportation, Rehearsals and show flow management Team coordination and communication, Hospitality	08	20

	and guest management, Crisis and contingency management, Live event execution and supervision		
5	Safety, Legal Aspects, and Emerging Trends: Event safety and risk management, Security arrangements and emergency planning, Contracts, permissions, and licenses, Insurance and legal compliance, Sustainable and eco-friendly event production, Virtual, hybrid, and technology-driven events	08	20

Course Outcome:

- Understand how event production works.
- Plan and arrange stage, sound, lights, and venue setup for events.
- Manage event activities, team members, and guests properly.
- Prepare event budgets and work with vendors and technical teams.
- Identify and follow safety rules and handle problems during events.

List of References:

- Event Marketing and Management, First Edition, by Gaur and Saggere, Vikas Publication
- Special Events Third Edition by Joe Goldblatt, John Wiley and Sons
- Event Management, First Edition by Stephens, Chauhan and Gupta, Himalaya Publication

List of Journals online link etc.

- https://ww w.mbajournals.in/journals/JoEM/Journal-Of-Event-Management.html
- https://www.emeraldgrouppublishing.com/journal/ijefm
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Open e-Resources: NA

List of Suggested Experiments: NA

Minor (Interdisciplinary)

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110491	**Subject Title:** Cyber Security
Pre-requisite: Basics of Information Technology	

Course Objective:

- To learn the foundations of cyber security and threat landscape.
- To equip students with the technical knowledge and skills needed to protect and defend against cyber threats.
- To develop skills in students that can help them plan, implement, and monitor cyber security mechanisms to ensure the protection of information technology assets.
- To systematically educate the necessity to understand the impact of cybercrimes and threats with solutions in a global and societal context.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Overview of Cyber security:** Definition, Cyber Crime and Information Security, meaning of Cyber Criminals, Classification of Cybercrimes, E-mail Spoofing, Spamming, Cyber Defamation, Internet Time Theft, Salami Attack, Salami technique Data, Diddling, Forgery, Web Jacking, Newsgroup Spam, Industrial Spying, Hacking, Online Frauds, Pornographic Offenders, Software Piracy, Computer Sabotage Email Bombing, Computer Network, Intrusions, Password Sniffing, Credit Card Frauds, Identity Theft.	08	20

2	**Cyber Offenses:** How Criminals plan them, Categories of Cyber Crimes, Active Attacks, Passive Attacks, Social Engineering, Classification of Social Engineering, Meaning of Cyber Stalking, Types of Stalkers, Cyber Cafe and Cyber Crimes, Botnets, Attack Vectors, Cyber Crime and Cloud Computing.	08	20
3	**Cybercrime:** Mobile and Wireless Devices, Proliferation of Mobile and Wireless devices, Credit card Frauds in Mobile and wireless devices, Authentication Service Security, Attacks on Mobile/Cellphones, Organization Security polices and Measures in Mobile Computing Era.	08	20
4	**Phishing and Identity Theft: Phishing:** Methods of Phishing, Phishing Techniques, Types of Phishing Scams, Phishing countermeasures, **Identity theft:** Types and Techniques of identity thefts and its counter measures. **Cyber Security:** Web Threats for Organization, Security and Privacy Implications, **Social Media Marketing:** Security risk for organizations, Incident handling.	08	20
5	**Legal Perspectives of Cyber Crime**: Need of Cyber Laws, The Cyber Crime And Indian IT Act 2000/2001, Hacking and Indian Laws, Global Perspective on Cyber Crime, Survival Mantra for Netizens, Cybercrime and punishment, Cyber Laws and Legal and ethical aspects related to new technologies - AI/ML, IoT, Block chain, Dark net and Social media.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand the cyber security threat landscape.
- Develop a deeper understanding and familiarity with various types of cybercrimes & digital vulnerabilities.
- Analyze and evaluate the digital payment system security and remedial measures against digital payment frauds.
- Analyze and evaluate the cyber security risks.
- Analyze and evaluate the importance of personal data & its privacy and security.
- Analyze and evaluate existing legal framework and laws on cyber security.

List of Text Books:

- Cyber Security: Understanding Cyber Crimes , Computer Forensics and Legal Perspectives, Latest Edition, by Nina Godbole & Sunit Belapur, Wiley

List of Reference Books:

- Information Systems Security: Security Management, Metrics, Frameworks and Best Practices, Latest Edition, by Nina Godbole, Wiley
- Data Privacy Principles and Practice, Latest Edition, by Natraj Venkataramanan and Ashwin Shriram, CRC Press.

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- The IUP Journal of Information Technology
- The IUP Journal of Telecommunications
- Asian Journal of Management Cases
- Open Source For You

Open e-Resource:

- https://onlinecourses.swayam2.ac.in/nou23_cs10/preview
- https://onlinecourses.nptel.ac.in/noc23_cs127/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110492	**Subject Title:** Quality Management
Pre-requisite: Basic Knowledge of Production Management	

Course Description:

The course focuses on providing an in-depth understanding of quality management in an organization.

Course Objective:

- To understand the Quality Management concepts and principles and the various tools available to manage quality.
- To understand the statistical approach for quality control.
- To create an awareness about the ISO and QS certification process and its need for the industries.

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
				Theory		Practical		
Lecture	Tutorial	Practical	Credit	University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	Total
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Quality Management:** Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.	08	20
	TQM Principles: Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement –		

2	Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.	08	20
3	**Statistical Process Control (SPC):** The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.	09	20
4	**TQM Tools:** Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA	09	20
5	**Quality Systems:** Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Understand the need for Quality and principles of Quality Management.
- Learn the relevant TQM models like PDCA Cycle, 5S, Kaizen, and Quality Circles.
- Learn statistical aspects relevant for process control.
- Assess the relevance of Total Productive Maintenance, FMEA, and Six Sigma.
- Learn different Quality Management Systems.
- Understand the concept of benchmarking and its importance.

List of References:

- Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018.
- Bester filed, et al., Total Quality Management, Pearson Education Asia, 3e , 2006.
- Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.
- Janakiraman. B and Gopal .R.K., “Total Quality Management – Text and Cases”, Prentice Hall(India) Pvt. Ltd., 2006.
- James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
- Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition,2006.

Open e-Resources:

- https://archive.nptel.ac.in/courses/110/105/110105057/

List of Suggested Experiments/Assignments:

None

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110493	**Subject Title: Rural and Agricultural Marketing**
Pre-requisite: Nil	

Course Objective:

- This course will be helpful to understand and appreciate the structure and working of the agricultural marketing system in.
- Learn how agriculture marketing system affects the farmers, consumers and intermediaries.
- Develop strategies through which the dynamic marketing system will respond to create a win-win situation for all stakeholders.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Defining rural markets. Rural marketing environment:** Evolution of rural marketing in India. **Rural environment:** Demographic, Physical, political, Social, Cultural, Technological **Rural Economic Structure:** Farm Sector, Non-farm sector and rural industries. **Drivers of rural economy:** governmental provisions **Rural Infrastructure:** Connectivity, Electricity, communication, healthcare, education. SEC and NCCS – classifying Indian households	08	20

2	**Rural Consumer Behaviour:** Consumer buying Behaviour model, **Factors affecting rural consumer Behaviour:** Cultural, social, personal, psychological, Buying decision process, Product adaptation and diffusion of innovation, **Rural Marketing Research:** The rural marketing research process Participatory rural appraisals, Scaling tools for quantitative research in rural Markets	08	20
3	**4A's of rural marketing:** Affordability, availability, awareness, acceptability **Agriculture Marketing:** Definition, scope and Objectives, Concept of agricultural inputs, types of agro inputs, Feed manufacturing for livestock, Storage, transportation and marketing of livestock **Segmenting and targeting rural and agricultural markets:** Heterogeneity, Pre-requisites for effective segmentation, Degrees of segmentation, **Bases for segmenting rural markets:** Single attribute bases, Multi attribute bases, Thompson Rural market Index, MICA Rural Market Ratings, Evaluation and selection of segments, Choosing a coverage strategy	08	20
4	**Positioning:** Identifying, selecting, developing and communicating the positioning concept **Product Strategy:** Product concept and classification, Product decision and strategies, Branding, Packaging, warranties and after-sales service **Pricing Strategies:** Pricing in rural areas, Consumer psychology and pricing, Setting the price and price setting strategies, Pricing strategies for rural markets.	08	20
5	**Distribution strategies:** Channel dynamics and rural channel members, Rural retail environment, Channel Behaviour in rural areas **Distribution models in rural markets:** FMCGs, Durables, Agri-inputs, Haats, Vans, Cooperative societies, NGOs, Commodity Markets (COSAMB, NAFED, National Cooperative Development Corporation, PDS, FCI, Directorate of Marketing and Inspection, National Institute of Agricultural Marketing and SHGs). **Communication strategies:** Challenges, Developing effective rural communication, Sales promotion, events, experiences	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Comprehend development of product, price, distribution and communication strategies for different segments of rural markets
- Analyze peculiarities of rural markets, channels and competition in marketing decision making.
- Deduce the impact of rural culture on rural marketing.
- Compare global rural developments with the Indian rural ecology.

- Prioritize rural sensitivities and ethical considerations for rural marketing decision making.
- Develop communications adapted to rural and local needs
- Construct cooperative mechanisms as innovative solutions to rural problems.

List of Text Books:

- Rural Marketing, Latest Edition, by Pradeep Kashyap, Pearson
- Rural Marketing, Latest Edition, by RAvindranath V. Badi & Narayansa V. Badi, Himalaya

List of Reference Books:

- Rural Marketing – Text and Cases, Latest Edition, by C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Pearson
- Rural Marketing: Concepts and Practices, Latest Edition, by Balram Dogra, & Karminder Ghuman, McGraw Hill
- Cases in Rural Marketing: An integrated approach, Latest Edition, by C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Pearson

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources: NA

Open e-Resource: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110494	**Subject Title: Banking**
Pre-requisite: Basics Banking functions	

Course Objective:

- This course will be helpful to understand concept and structure of Indian Banking System
- The course will help to discuss, measure, and analyze various challenges and innovations in the Banking segment.

Teaching Scheme (Hours per week)				**Evaluation Scheme (Marks)**				
				Theory		**Practical**		
Lecture	**Tutorial**	**Practical**	**Credit**	**University Assessment**	**Continuous Assessment**	**University Assessment**	**Continuous Assessment**	**Total**
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Retail Banking, Wholesale Banking, International Banking and Internet Banking:** **Retail Banking:** Concept of retail banking, retail products and services, drivers of retail business in India, Opportunities of retail banking in India. **Wholesale Banking:** Concept of wholesale banking, products and services. **International Banking:** Introduction, Needs of Exporters and importers, Remittance services. ADR & GDR, Participatory Notes. Internet Banking: Need, Advantages, Security,	08	20

	Difference between Corporate & Retail Internet Banking. **Banker Customer Relationship:** Debtor – Creditor relationship, Bank as a trustee, bailee-bailor, agent- principal, lessor-lessee. **Anti- Money Laundering:** Concept, Stages, Objectives. **Know-Your Customer:** key elements, KYC Verification for individuals, companies, partnership firms, trusts and foundations. **Deposit Products and Services:** Demand deposits & time deposits, features, merchant banking, lease financing, plastic money (debit card and credit card), ATM card.		
2	**Loans and Advances – I:** Principles of Sound Lending – Study of the Borrower- Types of Borrowers: Individual, Firms, Companies, Types of Advances – Loan, Cash Credit, Overdraft, Term Loans, Bills Purchasing and Discounting – Secured and Un- Secured Advances – Types of charging Securities – Pledge, Hypothecation, Mortgage, Lien, Set-Off and Assignment. **Loans and Advances – II:** Credit Card: Benefits & Disadvantages, Guidelines on Credit Card Operations. Home Loans: Procedure & Documentation. Personal Loans: Procedure and Important Aspects. Consumer Loans. **Social Banking:** Microfinance – Products & Services, Delivery Mechanism – Self Help Groups (SHGs) in India.	08	20
3	**Recovery of Advances:** Methods –Classification of assets as Standard, Non- Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA's – Debt Recovery Tribunals – Lok Adalats. Major Provisions of Insolvency & Bankruptcy Code in India (with special reference to NPA).	08	20
4	**Payment & Settlement System – New Age Clearing:** Electronic Funds Transfer (EFT): Scope, Benefits & Charges. Electronic Clearing Service (ECS) Credit Transfer and Debit, Charges, Electronic Core Banking Solutions: Concept & Benefits. Cheque Truncation: Concept & Benefits **Payment & Settlement System – National Gateways** Real Time Gross Settlement (RTGS): Concept, RTGS Vs EFT or NEFT, Processing Charges, Impact.	08	20

5	• Presentations on Digital Financial Services and Fin Tech products. • Case studies on Business Failures resulting in Non- Performing Assets and Loan Defaults. • Live Projects on Creating Awareness of Digital Products (Digital Literacy) in Rural and Semi-Urban Areas. • Orientation of banking functions with software application.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Explore various banking related products and services.
- Evaluate the role of banking, use of internet banking and mobile banking in an emerging economy.
- Analyze the mechanism of digital financial services and its importance in business.
- Compare the Indian banking standards with those of other countries.
- Categorize Do's and Don'ts of digital financial services for safety and security of funds.
- Prepare a campaign for spreading digital financial literacy in rural, semi-urban and urban areas.

List of Text Books:

- Introduction to Banking, Latest Edition, by Vijayaragavan Iyengar, Excel
- Principles Practices of Banking, Latest Edition, by Indian Institute of Banking & Finance (IIBF), MACMILLAN

List of Reference Books:

- Banking Theory and Practice, Latest Edition, by K C Shekhar & Lekshmy Shekhar, Vikas Publishing

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

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

Open e-Resource:

- https://www.coursera.org/learn/banking-and-financial-institutions
- https://www.coursera.org/learn/money-banking

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT
MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110495	**Subject Title: Healthcare & Hospital Management**
Pre-requisite: Nil	

Course Objective:

- This course will help to improve the managerial skills of hospital for the effective and efficient performance of hospitals.
- This course will also help to meet the needs of future managers, analyst, entrepreneurs, and healthcare consultants.

Subject Contents

Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Introduction to Healthcare Sector:** Historical Background of Healthcare Management in India, Current State of Healthcare in India and Growth/ developments in the Healthcare Industry, Healthcare System in India - Characteristics, Classification of Hospitals, Structure, Issues and Challenges, Developments in Public and Private Healthcare in India, Public Healthcare Insurance in India, Medical Laws applicable to healthcare sector in India, Healthcare Infrastructure, Role of Hospitals in Healthcare Sector	08	20
2	**Hospital Management Function:** Operations Management, Finance and Cost Management, HR Management, Materials Management, Information Technology, Support Services	08	20
3	**Service Quality and Accreditations:** Quality Delivery and Control, Six Sigma & NABH, **Principles of Medical Ethics**	08	20
4	**Healthcare Promotion:** The Marketing Communication Mix, Marketing of Hospitals in the Modern Era, Role of Marketing and PR, Knowledge-based Marketing: Modern Way of Healthcare Marketing – Social Media, Web based Marketing	08	20
5	**Recent Trends in Healthcare Sector:** Re-engineering, Tele-medicine, Artificial Intelligence, HMIS, Euthanasia, Medical Tourism, Outsourcing, Medical Transcription, Preventive and Social Medicine, Epidemiology, Robotics, integrated health care delivery, PPP Models, Home Care.	08	20

Course Outcome:

At the end of the course, the students will be able to:

- Evaluate Develop an understanding of the various aspects of health care industry.
- Discover the challenges in healthcare & hospital facility management and recommend cost effective solutions.
- Assess the best global practices in health care sector and formulate systems for their local adoption
- Prioritize the need for medical ethics in decision making for the overall benefit of the various stakeholders.
- Adapt latest technology in medical communication through which medical knowledge is shared and circulated among different societal segments
- Develop and demonstrate abilities to become better health care administrators.

List of Text Books:

- Hospital Management from Service Sector Perspective, Latest Edition, by Ashvini Arun Vora, Jaypee
- Hospital Management: Text and Cases, Latest Edition, by K V Ramani, Pearson

List of Reference Books:

- Healthcare Management, Latest Edition, by Pradeep Bhardwaj, Jaypee
- Essentials of Hospital Management and Administration, Latest Edition, by Dr. D L Ramchandra, Educreation Publishing
- Healthcare Management, Latest Edition, by Kieran Walshe & Judith Smith, McGraw Hill

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- Indian Jouranl of Public Health
- Quality in Primary Care
- Journal of healthcare Communications
- International Journal of Public Health and Safety
- Health Care Management Review
- https://nhm.gov.in
- https://nhp.gov.in

Open e-Resource: NA

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

MBA 4th SEMESTER

DOC NO: 4061

Subject Code: 30110496	**Subject Title: Customer Relationship Management**
Pre-requisite: Nil	

Course Objective:

- This course will help to understand the importance and application of the CRM system.
- This course will also help in noting the details and responding to the customer using a fact-based method

Teaching Scheme (Hours per week)				Evaluation Scheme (Marks)				
Lecture	Tutorial	Practical	Credit	Theory		Practical		Total
				University Assessment	Continuous Assessment	University Assessment	Continuous Assessment	
4	0	0	4	60	40	-	-	100

Subject Contents			
Sr. No.	**Topic**	**Total Hours**	**Weight (%)**
1	**Customer Relationship Management Fundamentals:** Theoretical perspectives of relationship • Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Paradigm shift from transactional to relationship approach, CRM Definitions, Emergence of CRM practice, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM	08	20
2	**Customer Experience:** Understanding value, Sources of customer value, Customization, Customer experience meaning and concepts, Managing customer experience, Difference between customer experience management and CRM	08	20
3	**Customer Satisfaction:** Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Measuring Customer Satisfaction, Reducing customer churn	08	20
4	**Operational CRM:** Marketing automation o Meaning, benefits, some software applications, **Sales force automation:** Meaning, SFA ecosystem, SFA adoption, **CRM in Services:** Service automation, benefits, software applications, **Analytical CRM:** Database Management, Developing a customer related database, Analytics for CRM strategy and tactics, Big data analytics in CRM, Data Mining procedures, Use of AI, machine learning and deep learning	08	20
5	**Customer Relationship Management:** Technology Dimensions, **E- CRM in Business CRM:** A changing Perspective, Features of e-CRM, Advantages of e-CRM o Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, **Implementing CRM:**	08	20

	Develop the CRM strategy, Build CRM foundations, Needs specification and partner selection, Project implementation, Performance evaluation		

Course Outcome:

At the end of the course, the students will be able to:

- Critically review and interpret the theoretical aspects of CRM across the main areas of sales, services and marketing
- Investigate, analyze, demonstrate and present the salient aspects of a CRM implementation or CRM innovation in a work-related environment.
- Recognition of the roles of culture, values and dispositions in affecting achievement of goal.
- Develop empathy essential to the domain of CRM.
- Explain how CRM messaging can improve marketing, sales and customer support
- Collaborate with other students from different backgrounds and vocations in a team environment demonstrating a high level of personal autonomy and accountability in achieving group outcomes.

List of Text Books:

- Customer Relationship Management: Concepts and Technologies, Latest Edition, by Francis Buttle & Stan Maklan, Roultedge
- The CRM Handbook, Latest Edition, by Jill Dyche, Pearson

List of Reference Books:

- Customer Relationship Management, Latest Edition, by William G. Zikmund, Raymond Mcleod, Faye W. Gilbert, Wiley
- CRM at the Speed of Light, Latest Edition, by Paul Greenberg, McGraw Hill
- Customer Relationship Management: Emerging Concepts, Tools and Applications, Latest Edition, by Jagdish N Sheth, Parvatiyar Atul, G Shainesh, McGraw Hill

List of Suggested Journals / Periodicals / Magazines / Newspapers / Web resources:

- International Journal of Electronic Customer Relationship Management
- International Journal of Customer Relationship Marketing and Management
- International Journal on Customer Relations
- Destination CRM - Magazine

Open e-Resource:

- https://onlinecourses.nptel.ac.in/noc22_mg93/preview

List of Suggested Experiments: NA

GANDHINAGAR INSTITUTE OF MANAGEMENT

Academic Regulation & Curriculum

for

M.B.A PROGRAMME

WITH SPECIALIZATION IN

- **FINANCE MANAGEMENT**
- **MARKETING MANAGEMENT**
- **HUMAN RESOURCE MANAGEMENT**
- **INFORMATION TECHNOLOGY**
- **BUSINESS ANALYTICS**

NEW SPECIALIZATION (from 2026 onwards)

- **SPORTS AND EVENT MANAGEMENT**
- **SPORTS MANAGEMENT**

***w.e.f.* 2026-27**

Preamble

The Master of Business Administration (MBA) Department is dedicated to fostering knowledge, leadership, innovation, and managerial excellence through a dynamic and inclusive learning environment. The program encourages students to think critically, act ethically, and develop strategic and practical management skills to address the challenges of the global business landscape. Designed in accordance with UGC, AICTE, and NEP guidelines under Academic Regulation 2022, the curriculum follows an Outcome-Based Curriculum (OBC) with a Choice-Based Credit System (CBCS). The syllabus has been continuously updated by incorporating contemporary practices and recommendations from IEEE and leading management institutions effective from the academic year 2025–2026. Modern and industry-relevant subjects such as Business Analytics, FinTech, Digital Marketing, Innovation and Entrepreneurship, Strategic Management, Sports and Event Management, and Sustainable Business Practices have been integrated to meet emerging business demands. The program also emphasizes data-driven decision-making, corporate governance, and global business perspectives. Students are encouraged to pursue MOOCs through platforms like IEEE and NPTEL, along with internships and professional certifications for practical exposure and skill enhancement. Regular curriculum revision through feedback from faculty, industry experts, alumni, and students ensures relevance, quality, and industry alignment. The updated course coding and structure provide clarity and uniformity in curriculum implementation. With a strong focus on ethical leadership, lifelong learning, innovation, and adaptability, the MBA Department aims to nurture competent professionals, visionary leaders, and socially responsible entrepreneurs capable of contributing to sustainable organizational and societal growth.

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1. Institutional Vision & Mission

VISION:

Contribute to the societal environment through quality education, innovation, and value augmentation in the area of Management Education.

MISSION:

- To build a competitive edge amongst students with a strong foundation of management concepts for students to excel and enhance their skills to shape their careers.
- Create academic excellence in the area of Management Education by fostering a stimulating learning environment to meet the global economy's requirements to crate corporate leaders and entrepreneurs.
- Develop a strong bond with the industry for project-based learning through internships and placements.

2. Program Objectives (POs)

PO1: Disciplinary Knowledge

Demonstrate comprehensive knowledge of business administration, management principles, and sports management practices including sports marketing, finance, governance & event management

PO2: Critical Thinking and Problem Solving

Analyze complex business and sports-related challenges using critical thinking, logical reasoning, analytical tools, and strategic decision-making approaches.

PO3: Effective Communication

Communicate effectively through oral, written, visual, and digital modes with stakeholders including athletes, teams, sponsors, media professionals, and sports organizations.

PO4: Leadership and Team Management

Exhibit leadership qualities, team-building capabilities, conflict resolution skills, and collaborative management practices in professional sports environments.

PO5: Sports Event and Facility Management

Plan, organize, execute, and evaluate sports events, tournaments, recreational activities, and facility operations using professional management techniques.

PO6: Financial and Resource Management

Apply financial planning, budgeting, sponsorship management, and resource optimization techniques for efficient management of sports organizations and events.

PO7: Marketing and Brand Management

Design and implement marketing strategies, sponsorship campaigns, fan engagement initiatives, branding activities, and digital promotions for sports entities.

PO8: Legal and Governance Awareness

Understand sports laws, contracts, intellectual property rights, governance structures, and regulatory frameworks applicable to sports organizations and businesses.

3. Program Educational Objectives (PEOs)

PEO1:

To provide students with knowledge of sports, event management, business, and management concepts.

PEO2:

To prepare students for successful careers in sports organizations, event companies, marketing, and related industries.

PEO3:

To develop communication, leadership, teamwork, and decision-making skills for professional growth.

PEO4:

To encourage students to work ethically and professionally in the sports and event industry.

PEO5:

To help students become confident managers, entrepreneurs, and problem-solvers in the changing business environment.

4. Program Details

- **Duration:** 2 Years Programme
- **Total Semesters:** 4 semesters
- **Mode of Study:** Full Time
- **Medium of Teaching:** English
- **Offered Specialization:**
    - ✓ Finance Management
    - ✓ Marketing Management
    - ✓ Human Resource Management
    - ✓ Information Technology Management
    - ✓ Business Analytics
    - ✓ Sports and Event Management
    - ✓ Sports Management
- **Credit Structure:** Outcome-Based Curriculum (OBC) with a Choice-Based Credit System (CBCS) aligning with NEP 2020 and UGC guidelines.
- **Medium of Instruction:** English
- **Intake: 360**

4.1 Eligibility Criteria for Admission

- ❖ Graduation in any stream and Entrance decided by GU/ACPC or Students with valid CMAT/MAT/XAT/CAT* score. (*Students not appeared in any entrance exam can also apply)
- ❖ Student must have obtained the following minimum aggregate marks as per ACPC criteria: **Open category:** 50% and **Reserved category** (SC/ST/SEBC/EWS) candidates: 45%

4.2 Admission Procedure

The ACPC Gujarat MBA admission process involves registering online, verifying documents, and participating in centralized counseling . Seats are primarily allotted based on national-level management exam scores (such as CMAT and CAT).

Step-by-Step Admission Process

1. Online Registration

- ✓ Candidates must visit the official ACPC Gujarat Admissions portal to create a common profile.
- ✓ Fill out the application form, enter your CMAT/CAT exam details, and upload the required documents (e.g., degree marksheet, birth date proof, and passport-size photo).
- ✓ Pay the non-refundable registration fee (e.g., ₹500, applicable to change) online via net banking, credit/debit card, or UPI.

2. Merit List & Choice Filling

- ✓ ACPC will verify all applications and publish a state merit list.
- ✓ A **mock (trial) round** of choice filling is conducted so candidates can check institute cut-offs and understand the seat allocation process before the real rounds.
- ✓ Candidates then log in to the portal to lock their final choices for colleges and specializations.

3. Seat Allotment

- ✓ ACPC conducts multiple rounds of seat allotment.
- ✓ Allotments are based on the candidate's merit rank, reservation category, and the choices they locked in.

4. Admission Confirmation

- ✓ If allotted a seat, candidates must pay the token tuition fee online and confirm their admission by reporting to the assigned center or uploading necessary documents online.
- ✓ **Any vacant seats remaining after these rounds may be filled via additional counseling or institute-level offline rounds.**

4.3 Degree Awarded criteria

- The program is designed to provide a structured academic pathway in Management education, wherein students, upon successful completion of two years of study, will be awarded a Master of Business Administration (MBA) by the University.

4.4 Course Credit Summary for MBA Programme with effect from 2025-2026

Sr. No.	Course Type	Credit
1.	Core Management Programme Courses	44
2.	Program Elective Course Courses relevant to chosen Specialization / Branch	20
3.	Internship/Field work/Live Project – Practical Studies	10
4.	Interdisciplinary and Multidisciplinary Courses	08
5.	Ability Enhancement Courses (AEC)	02
6.	Indian Knowledge System (IKS)	04
	Total Programme Credit	**88**

Definition of Credit (as per UGC / AICTE):

- 1 Hour Lecture (L) per Week = 1 Credit
- 1 Hour Tutorial (T) per Week = 1 Credit
- 1 Hour Practical (P) per Week = 0.5 Credits
- 2 Hours Practical (Lab) per Week = 1 Credit

5. Curriculum Structure

Master of Business Administration (MBA)															
MBA FIRST YEAR SYLLABUS															
GANDHINAGAR UNIVERSITY			Gandhinagar Institute of Management												
Program Name: Gandhinagar Institute of Management										Branch Name (Code): MBA (11)					
Semester / Year : First Year / Semester I										Effective From Academic Year: 2026-27					
NCrF Level	Subject Code	Course Type	Subject Name	Credit				Hours per Week				Evaluation		Total (Marks)	
				L	T	P	Total	L	T	P	Total	Continuous Evaluation	End Semester Examination		
NCR- 6.5	30110101	Core	Management Accounting	4	0	0	4	4	0	0	4	40	60	100	
	30110102	Core	Managerial Economics	4	0	0	4	4	0	0	4	40	60	100	
	30110103	Core	Organizational Behaviour & Communications	4	0	0	4	4	0	0	4	40	60	100	
	30110104	Core	Information Systems for Managers	4	0	0	4	4	0	0	4	40	60	100	
	30110105	Core	Business Statistics	4	0	0	4	4	0	0	4	40	60	100	
	IKS0201	Indian Knowledge System (Indian Ancient History and Cultural Heritage)		2	0	0	2	2	0	0	2	25	25 (P)	50	
	Total			22	0	0	22	22	0	0	22	225	325	550	

* Continuous Evaluation component includes evaluation through Written Test / Assignments / Attendence / Viva / Practical / Group Discussion / Quiz etc.

GANDHINAGAR UNIVERSITY

Gandhinagar Institute of Management

Program Name: Gandhinagar Institute of Management | Branch Name (Code): MBA (11)

Semester / Year : First Year / Semester II | Effective From Academic Year: 2026-27

NCrF Level	Subject Code	Course Type	Subject Name	Credit				Hours per Week				Evaluation		Total (Marks)
				L	T	P	Total	L	T	P	Total	Continuous Evaluation	End Semester Examination	
NCR- 6.5	30110201	Core	Corporate Finance	4	0	0	4	4	0	0	4	40	60	100
	30110202	Core	Marketing Management	4	0	0	4	4	0	0	4	40	60	100
	30110203	Core	Human Resource Management	4	0	0	4	4	0	0	4	40	60	100
	30110204	Core	Production and Operations Management	4	0	0	4	4	0	0	4	40	60	100
	30110205	Core	Research Methodology	4	0	0	4	4	0	0	4	40	60	100
	AEC015	Ability Enhancement Course (Personality Development for Effective Leadership)		2	0	0	2	2	0	0	2	25	25	50
	Total			22	0	0	22	22	0	0	22	225	325	550

* Continuous Evaluation component includes evaluation through Written Test / Assignments / Attendence / Viva / Practical / Group Discussion / Quiz etc.

MBA SECOND YEAR SYLLABUS

Gandhinagar Institute of Management

Program Name: Gandhinagar Institute of Management | Branch Name (Code): MBA (11)

Semester / Year : Second Year / Semester III | Effective From Academic Year: 2026-27

NCrF Level	Subject Code	Course Type	Subject Name	Credit				Hours per Week				Evaluation		Total (Marks)
				L	T	P	Total	L	T	P	Total	Continuous Evaluation	End Semester Examination	
	30110300	Internship / Field work	Summer Internship Project	4	0	0	4	4	0	0	4	40 (P)	60 (P)	100
	30110311	Specialization (Marketing)	Consumer Behaviour	4	0	0	4	4	0	0	4	40	60	100
	30110312		Sales & Distribution Management	4	0	0	4	4	0	0	4	40	60	100
	30110313		Integrated Marketing Communications	4	0	0	4	4	0	0	4	40	60	100
	30110321	Specialization (Finance)	Security Analysis & Portfolio Management	4	0	0	4	4	0	0	4	40	60	100
	30110322		Financial Derivatives	4	0	0	4	4	0	0	4	40	60	100
	30110323		Insurance & Risk Management	4	0	0	4	4	0	0	4	40	60	100
	30110331	Specialization (HR)	Change Management and Organizational Development	4	0	0	4	4	0	0	4	40	60	100
	30110332		Compensation Management	4	0	0	4	4	0	0	4	40	60	100
	30110333		Human Resource Audit	4	0	0	4	4	0	0	4	40	60	100

NCR- 7.0	30110341	Specialization (IT)	Relational Database Management System	4	0	0	4	4	0	0	4	40	60	100
	30110342		Technolgy & Business	4	0	0	4	4	0	0	4	40	60	100
	30110343		System Analysis and Design	4	0	0	4	4	0	0	4	40	60	100
	30110361	Specialization (Business Analytics)	Introduction to Business Analytics	4	0	0	4	4	0	0	4	40	60	100
	30110362		Data Visualization	4	0	0	4	4	0	0	4	40	60	100
	30110363		Introduction to Machine Learning	4	0	0	4	4	0	0	4	40	60	100
		Specialization (Sports Management)	Sports Management Principles and Practices	4	0	0	4	4	0	0	4	40	60	100
			Sports Psychology & Sociology	4	0	0	4	4	0	0	4	40	60	100
			Sportsmanship and Ethics	4	0	0	4	4	0	0	4	40	60	100
		Specialization (Sports & Event Management)	Sports Management Principles and Practices	4	0	0	4	4	0	0	4	40	60	100
			Event Planning and Marketing	4	0	0	4	4	0	0	4	40	60	100
			Sportsmanship and Ethics	4	0	0	4	4	0	0	4	40	60	100
	30110301	Core	Strategic Management & Corporate Governance	4	0	0	4	4	0	0	4	40	60	100
	30110302		Entrepreneurship	4	0	0	4	4	0	0	4	40	60	100
	30110391	Minor (Interdisciplinary)	Financial Markets and Services	4	0	0	4	4	0	0	4	40	60	100
	30110392		Retail Management	4	0	0	4	4	0	0	4	40	60	100
	30110393		Tourism and Hospitality Management	4	0	0	4	4	0	0	4	40	60	100
	30110394		Social Media Analytics	4	0	0	4	4	0	0	4	40	60	100
	30110395		EXIM Procedures	4	0	0	4	4	0	0	4	40	60	100
	30110396		Logistics and Supply Chain Management	4	0	0	4	4	0	0	4	40	60	100
	30110399	Indian Knowledge System (IKS) (Discipline Specific)	Leadership	2	0	0	2	2	0	0	2	25	25	50
	Total			26	0	0	26	26	0	0	26	265	385	650

* Continuous Evaluation component includes evaluation through Written Test / Assignments / Attendence / Viva / Practical / Group Discussion / Quiz etc.

Gandhinagar Institute of Management

Program Name: Gandhinagar Institute of Management | Branch Name (Code): MBA (11)

Semester / Year : Second Year / Semester IV | Effective From Academic Year: 2026-27

NCrF Level	Subject Code	Course Type	Subject Name	Credit				Hours per Week				Evaluation		Total (Marks)
				L	T	P	Total	L	T	P	Total	Continuous Evaluation	End Semester Examination	
	30110400	Internship / Field work	Capstone Project	6	0	0	6	6	0	0	6	50 (P)	100 (P)	150
	30110411	Specialization (Marketing)	Product and Brand Management	4	0	0	4	4	0	0	4	40	60	100
	30110412		Services Marketing	4	0	0	4	4	0	0	4	40	60	100
	30110421	Specialization (Finance)	International Finance	4	0	0	4	4	0	0	4	40	60	100
	30110422		Corporate Restructuring and Valuation	4	0	0	4	4	0	0	4	40	60	100
	30110431	Specialization (HR)	Performance Management	4	0	0	4	4	0	0	4	40	60	100
	30110432		Human Resource Planning & Development	4	0	0	4	4	0	0	4	40	60	100
	30110441	Specialization (IT)	Strategic Information Technology Management	4	0	0	4	4	0	0	4	40	60	100
	30110442		Business Process Reengineering	4	0	0	4	4	0	0	4	40	60	100
	30110461	Specialization (Business Analytics)	Advanced Machine Learning	4	0	0	4	4	0	0	4	40	60	100
NCR- 7.0	30110462		Unstructured Data Analysis	4	0	0	4	4	0	0	4	40	60	100

	30110473	Specialization (Sports Management)	Sports Media Management	4	0	0	4	4	0	0	4	40	60	100
	30110474		Sports Logistics and Supply Chain Management	4	0	0	4	4	0	0	4	40	60	100
		Specialization (Sports & Event Management)	Sports Media Management	4	0	0	4	4	0	0	4	40	60	100
			Event Production Process	4	0	0	4	4	0	0	4	40	60	100
	30110491	Minor (Interdisciplinary)	Cyber Security	4	0	0	4	4	0	0	4	40	60	100
	30110492		Quality Management	4	0	0	4	4	0	0	4	40	60	100
	30110493		Rural and Agricultural Marketing	4	0	0	4	4	0	0	4	40	60	100
	30110494		Banking	4	0	0	4	4	0	0	4	40	60	100
	30110495		Healthcare and Hospital Management	4	0	0	4	4	0	0	4	40	60	100
	30110496		Customer Relationship Management	4	0	0	4	4	0	0	4	40	60	100
	Total			18	0	0	18	18	0	0	18	170	280	450

* Continuous Evaluation component includes evaluation through Written Test / Assignments / Attendence / Viva / Practical / Group Discussion / Quiz etc.

6. Teaching, Learning & Evaluation

6.1 Teaching Methodology

The program shall adopt:

- Classroom Teaching
- Case Studies
- Industry Interaction
- Workshops
- Software Training
- Research Projects
- Internships
- AI-based Learning Tools
- Blended and Digital Learning

6.2 Attendance Rules

- Minimum 75% attendance shall be mandatory in each course.
- Students below prescribed attendance may not be permitted to appear in examination.
- Additional attendance requirements may apply for practical and internships.

6.3 Examination and Evaluation System

- Grading in each subject is assigned based on earned marks. The performance of a student in a subject is judged through (i) Continuous Internal Evaluation of theory and (ii) End-Semester Theory Examinations. The minimum passing criteria in the end-semester theory examination (of 60 marks) in each subject is 40 %.
- Continuous internal evaluation component (40 Marks) may be done through written tests (MSE/RMSE) and/or Quizzes, Assignments/Seminar/Project etc.
- The overall passing criteria in theory is 50% from total marks (100 marks).

External Viva-voce, Project Work and Dissertation will be conducted only at the end of the respective semester by the University as per teaching scheme and overall passing (out of total marks) will be 50%.

6.4 Suggested Weightage

- Continuous Internal Evaluation: 40%
- End Semester Examination: 60%

6.5 Passing Standards

Minimum 40% marks in each component where applicable.

Minimum 50% aggregate for passing the course/program.

Separate passing may be required in theory and practical examinations.

6.6 Grading System

The program shall follow Gandhinagar University grading norms.

The overall performance of a student in a course is represented by a letter grade with equivalent grade points as below:

Range of Marks (%)	Letter Grade	Grade Point
≥ 80	AA	10
≥ 75 < 80	AB	09
≥ 70 < 75	BB	08
≥ 65 < 70	BC	07
≥ 60 < 65	CC	06
≥ 55 < 60	CD	05
≥ 50 < 55	DD	04
< 50	FF	0

A subject is completed successfully, i.e., credit is earned for a subject, when a letter grade **DD** or better is obtained in the subject.

6.7 Dissertation / Project Work

Students shall undertake two projects during their PG.

- **Summer Internship Project:** Students are required to select a company of their choice within the sports or events industry and undertake a practical training/project for a duration of 6–8 weeks. Upon completion, they must submit a comprehensive project report of approximately 40-45 pages, reflecting their learning, observations, and practical exposure gained during the internship.

- **Capstone Project:** Students are required to select a specific research topic related to the sports and event management industry and conduct a systematic study, including primary data collection through surveys. Based on their research findings and analysis, they must prepare a comprehensive report of approximately 50–60 pages, demonstrating their understanding, research methodology, and practical insights into the chosen topic.

7. Rules and Regulations

7.1 Rules for Promotion

A student shall be promoted to the next semester as per Gandhinagar University rules subject to fulfilment of academic requirements, minimum attendance and Completion of required credits.

7.2 Maximum Duration for Completion

The maximum duration for completing the program shall be 4 years from the date of admission (or as prescribed by the University.). Extension may be granted with the due approval of the University authority.

7.3 Internship Guidelines

Students shall undergo mandatory Capstone project in any of the Company of their choice or can done secondary data analysis. Alongside students also need to prepare the detailed & it is evaluated at Institute for Qualifying and opting project credit.

7.4 Discipline Rules

Students shall maintain discipline, professional ethics, and proper conduct within the institution, during field visits, internships, industry interactions, examinations, and all academic activities. Students are expected to attend classes regularly, follow institutional rules and regulations, respect faculty members, staff, fellow students, and institutional property, and maintain academic integrity in assignments, projects, and examinations. Any form of misconduct, ragging, indiscipline, use of unfair means in examinations, damage to institutional property, harassment, or Behavior affecting the academic environment shall be treated seriously and may result in disciplinary action including warning, suspension, cancellation of examination, withholding of results, or expulsion from the program as per University rules and UGC regulations. Students shall also comply with all safety, ethical, and professional standards prescribed by the institution from time to time.

7.5 Anti-Ragging Policy

The program shall strictly follow:

- UGC Anti-Ragging Regulations
- Anti-Ragging Affidavit requirements
- Institutional disciplinary procedures Ragging in any form is strictly prohibited.

7.6 Ethical use of Technology and AI Tools

Students are encouraged to use:

- Basic Office Automation Tools
- Data Analytics Tools
- AI-based Learning Platforms
- Use of AI tools shall be ethical and academic integrity must be maintained.

8. Student Support

8.1 Industry Collaboration

The department shall actively promote collaboration with various corporate companies including SME, MSME, MNC & Local companies, to enhance practical exposure and industry relevance of the program. Such collaborations may include internships, field training, live projects, expert lectures, workshops, industrial visits, consultancy assignments, joint research activities, skill development programs, and placement support. The institution may also establish Memoranda of Understanding (MoUs) with industry partners and professional bodies for academic enrichment, technology support, certification programs, and collaborative initiatives aimed at improving employability, entrepreneurship, innovation, and professional competency among students.

8.2 Research and Consultancy

The MBA Department is committed to promoting a strong culture of research, innovation, and consultancy in the field of management education. The department encourages faculty members and students to actively engage in research activities that contribute to academic excellence, industry advancement, and societal development. Faculty members are motivated to undertake research projects, publish research papers in reputed national and international journals, present papers at conferences, seminars, and workshops, and participate in interdisciplinary research initiatives.

The department also promotes research-based learning among students through case studies, market surveys, data analysis projects, dissertations, and industry-oriented research activities. Students are encouraged to explore contemporary areas such as Business Analytics, Digital Marketing, Financial Technology (FinTech), Human Resource Analytics, Entrepreneurship, Sustainable Business Practices, Consumer Behaviour, and Strategic Management.

To strengthen industry-academia collaboration, the department undertakes consultancy activities in association with corporate organizations, startups, government agencies, and business enterprises. Faculty members provide expert guidance, training, business solutions, project consultancy, management development programs, and advisory services in areas such as marketing strategies, financial planning, human resource management, business analytics, entrepreneurship development, and organizational effectiveness.

The department also facilitates collaborations with industries, professional bodies, and research organizations for conducting workshops, training programs, internships, live projects, and sponsored research activities. Through research and consultancy initiatives, the MBA Department aims to develop innovative managerial practices, enhance practical learning, and contribute effectively to the growth of industry, academia, and society.

8.3 Library Facilities

The institution provides a well-equipped and resourceful library facility to support the academic, research, and professional learning needs of students and faculty of the MBA Department. The library houses a rich collection of textbooks, reference books, national and international journals, magazines, research publications, newspapers, case studies, dissertations, and e-resources related to management, commerce, economics, finance, marketing, human resource management, business analytics, entrepreneurship, and allied disciplines.

To enhance digital learning and research capabilities, the library offers access to e-books, e-journals, online databases, institutional repositories, and digital learning platforms such as NPTEL, IEEE, and other academic resources. The facility is supported with internet-enabled computer systems, Wi-Fi connectivity, reading halls, and a peaceful learning environment conducive to self-study and research activities.

The library continuously updates its collection in line with the latest curriculum requirements, industry trends, and emerging areas in management education. Students and faculty members are encouraged to utilize the library resources for academic projects, case analysis, research work, competitive examination preparation, and professional development. In addition, the library organizes orientation programs, book exhibitions, and awareness sessions to promote reading habits, information literacy, and lifelong learning among students.

8.4 Student Support and Mentoring

A structured system for student support, academic mentoring, and professional guidance shall be implemented for students enrolled in the Master of Business Administration (MBA) program. The department shall facilitate academic counselling, mentoring, career guidance, research support, and managerial skill development activities to assist students in their academic progression and professional growth. Students shall be encouraged to participate in internships, live projects, case studies, industrial visits, management development programs, workshops, seminars, conferences, and corporate interaction sessions to enhance their practical exposure and industry readiness.

The program shall also provide opportunities for interaction with corporate leaders, entrepreneurs, industry experts, and alumni to strengthen professional competencies and leadership capabilities. Specialized training in areas such as communication skills, business analytics, digital tools, presentation skills, teamwork, and problem-solving shall be conducted to improve employability and managerial effectiveness. Support shall also be extended for participation in research activities, innovation and entrepreneurship initiatives, certification courses, and extracurricular and co-curricular activities aimed at holistic personality development. Necessary mechanisms for addressing students' academic, professional, and personal concerns shall be made available in accordance with institutional policies to ensure a supportive and student-centric learning environment.

8.5 Placement and Career Development

The department shall promote placement assistance and career development activities for students through industry interaction, professional networking, training programs, internships, and campus engagement initiatives. Career development activities such as aptitude training, resume preparation, soft skill development, entrepreneurship guidance, certification programs, expert sessions, and placement-oriented workshops may also be organized to enhance professional competency and employability of students.

9. Program Credibility

9.1 Executive summary

The MBA is a professionally oriented program designed to meet the growing demand for skilled sports managers and event professionals in the rapidly expanding corporate industry. The program integrates theoretical knowledge with practical exposure in business administration with focus on various management problem solving approaches.

Experienced and Qualified Faculty

The management department has teachers with strong academic backgrounds in various disciplines of management. Faculty members have versatile expertise in handling various management problems. Knowledge of AI tools, data analytics, and emerging technologies in sports and events ensures students learn modern, practical skills.

Strong Industry Partnerships

The department has integrated internships, mentorship programs, live projects, and collaborative research into its curriculum to provide students with practical, hands-on experience. These industry linkages enable students to build professional networks, gain real-world exposure, and enhance their career prospects.

Practical Learning Opportunities

The department places strong emphasis on experiential learning through the organization of real-life sports and corporate events. It integrates AI-based software solutions for efficient scheduling, crowd registration, and crowd management. Additionally, it leverages data analytics to enhance sports performance evaluation and improve audience engagement.

Research and Innovation

The department actively contributes to research in the fields of various disciplines of management, AI applications. Its publications, case studies, and workshops reflect strong thought leadership and academic engagement. In addition, the organization of conferences and seminars enhances its visibility and demonstrates its commitment to staying current with emerging trends and technologies.

Relevant and Modern Curriculum

The curriculum encompasses both core areas of sports and event management, including marketing, sponsorship, and operations, along with AI-driven applications such as analytics and the e-sports industry. Students are encouraged to undertake internships, capstone projects, and research work utilizing AI tools, thereby bridging the gap between theoretical knowledge and practical, real-world application.

9.2 Scope and Career Opportunities

Graduates of the program may work in:

- Various Corporates
- Financial Companies
- Banking Firms
- Infrastructure Companies
- Banks and Financial Institutions
- Housing Finance Companies
- Research Organizations
- Analyst Firm
- Brokerage Firm
- Stock Exchanges

9.3 Potential Job Roles

1. **Consulting & Strategy**

- **Management Consultant:** Solves complex business problems, improves organizational efficiency, and advises C-suite executives on growth strategies.
- **Corporate Strategy Manager:** Assists companies in long-term planning, mergers and acquisitions, and new market entries.

2. Finance & Banking

- **Investment Banker:** Helps companies raise capital, manages IPOs, and provides advisory services for mergers and acquisitions.
- **Financial Analyst / Manager:** Analyzes financial data, manages corporate budgets, and guides investment decisions.
- **Private Equity / Venture Capital Associate:** Identifies high-potential startups and companies to invest in and manage.

3. Marketing & Sales

- **Marketing Manager:** Designs brand positioning, advertising campaigns, and consumer engagement strategies.
- **Product Manager:** Leads the strategy, development, and launch of a product from start to finish.
- **Business Development Manager:** Expands a company's client portfolio, forms strategic partnerships, and drives revenue growth.

4. Operations & Technology

- **Operations Manager:** Ensures that business operations, supply chains, and manufacturing processes are cost-effective and efficient.
- **IT Systems / Tech Manager:** Bridges the gap between technology and business by managing software, cloud, and security implementations.

5. Human Resources (HR)

- **HR Manager:** Manages talent acquisition, employee engagement, and organizational development.

6. General Management & Leadership

- **C-Suite Roles:** Executive positions such as CEO, COO, or CFO typically achieved after years of cross-functional experience.

9.4 Higher Study & Professional Opportunities

Students may pursue:

- Ph.D. in related discipline
- Professional Certifications
- Entrepreneurship

10. Collaborative Field Work / Experimental Work

- Collaborative field work and experimental learning are integral components of the Sports and Event Management curriculum, designed to provide students with immersive, real-world exposure. These activities involve active participation in the planning, coordination, and execution of sports events, corporate functions, cultural programs, and promotional campaigns, enabling students to understand the practical dynamics of the industry.

- Through collaborative projects, students work in teams to simulate or manage live events, where they take up specific roles such as event coordinator, operations manager, marketing executive, logistics head, or crowd control supervisor. This structure helps them develop essential professional competencies including leadership, teamwork, decision-making, communication, and time management.

- Field-based learning further allows students to engage directly with event venues, sports organizations, and industry professionals. They gain hands-on experience in critical operational areas such as venue setup, scheduling, sponsorship management, ticketing systems, hospitality services, security arrangements, and audience engagement strategies. This exposure helps them understand the complexities and challenges involved in executing large-scale events successfully.

- Experimental work complements field exposure by enabling students to apply theoretical concepts in simulated environments. Advanced tools such as AI-based event management software, data analytics platforms, and digital registration systems are often used to replicate real-world scenarios. Students analyze crowd behavior, evaluate sports performance data, and optimize event operations using technology-driven solutions.

- In addition, collaborative and experimental learning encourages innovation and problem-solving, as students are required to design event strategies, manage unexpected challenges, and improve efficiency through creative approaches.

11. Market Survey

11.1 Executive Summary

As per report done by Customer Market Insight research firm (source: https://www.custommarketinsights.com/report/india-mba-education-market/)

The CMI Team's most recent market research predicts that from 2024 to 2033, the India MBA Education Market will grow at a CAGR of 7.63%. In 2024, the market size is projected to reach a valuation of USD **9.87 Billion**. By 2033, the valuation is anticipated to reach USD **19.13 Billion.**

11.2 Report Description:

The India MBA Education market is experiencing significant growth. Several significant factors are likely to drive the overall India MBA Education market. There was immense demand in advanced education and skill development that aided the growth of universities and colleges.

The current technological capabilities, online learning platforms, and even personalized education systems help India MBA Education reach out to a wider and diversified student population. The government as well as private sector investment in the educational infrastructure and research initiatives are fueling innovation and quality development within the India MBA Education Institutions.

All these factors are added up to enhance market attractiveness, encouraging continuous growth and the new education model targeting the evolving need of students and employers.

India MBA Education Market – Significant Growth Factors

The Indian MBA education market presents substantial growth opportunities driven by several key factors:

- **Increasing Demand for High-Quality Education**: There is a increasing demand for highly ranked MBA that supports quality teaching, state of the art research, and enhanced student learning. This results in attracting more and more students, educators and investors to the top tier institutions to support market growth.

- **Rise in Online and Hybrid Learning**: Remote and blended learning approaches are becoming popular showing the need for more versatile learning solutions. Universities and colleges are deploying online media and training facilities to fit the ever changing society and individual student requirements in order to increase enrolment and client satisfaction.

- **Technological Advancements**: Ongoing enhancements in educational technology, such as those in e-learning technologies, semi-autonomous learning analytics, and virtual reality enhance the quality and attractiveness of MBA courses. For these technologies help to attract students and educators by offering more effective and individualised ways of studying.

- **Expansion of Global Education Markets**: The demand for Indian MBA programs is propelled by the global phenomenon of international education delivery and the establishment of transnational education providers. Student situation savvies that they are in search of easy and approachable method to study MBA in India in foreign colleges and hence broadening the horizons for India Education Institutions.

- **Growth in Health and Wellness Trends**: With the growing understanding of the increased connection between mental health or wellness and academic performance there has been realization. The latter fuels the need for enabling educational settings. Universities and colleges with excellent mental health resources and health promotion activities attract conscious clients.

- **Increase in Lifelong Learning and Professional Development**: Consequently, the concept of continual education and working professionals generate novel prospects for MBA programs. Education is invaluable, especially for the coming job market because employees and professionals spend money on improved education and higher degrees as part of their efforts to maintain their competitiveness in the labor market.

- **Increasing Investments in Education and Research**: The increasing investment in education & research activities by government, corporate houses & charitable institutions reach out to more MBA markets. It also facilitates the international markets expansion while creating outstanding educational trajectories and research projects.

- **Urbanization and Economic Growth**: Rapid urbanization and economic growth, mainly in emerging cities, drive demand for India MBA Education. These are seeing increased enrolment in MBA programs to meet the evolving needs of urban populations and growing economies.

11.3 Conclusion

The market survey clearly shows strong demand for professionally trained manpower in the corporate business world. The upcoming digital era, rapid growth of AI usage in business, increasing huge scope for management education among the aspirants.

12 Review and Revision of Regulation

The University reserves the right to interpret, modify, revise, amend, or update any provision, rule, regulation, curriculum structure, evaluation pattern, academic requirement, or operational guideline related to the program from time to time in accordance with University regulations, statutory requirements, industry developments, and academic needs.

In case of any ambiguity or dispute regarding interpretation of any provision of this manual, the decision of the University/Competent Authority shall be final and binding on all stakeholders. Any amendments, additions, or revisions approved by the appropriate academic or statutory bodies of the University shall automatically become applicable to the program.

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Annexure: Detailed Syllabus