



SARDAR PATEL UNIVERSITY
Vallabh Vidyanagar, Gujarat
(Reaccredited with 'A' Grade by NAAC (CGPA 3.25))
Syllabus with effect from the Academic Year 2022-2023

(MBA Programme) – Semester - III

Course Type	Course Code	Name of Course	T/P	Credit	Exam Duration in Hours	Components of Marks			
						Mid Semester Exam	End Semester Exam	Continuous Evaluation	Total
Core Courses	PM03CMBA21	Business Policy and Strategic Management-I	T	4	2	30	40	30	100
	PM03CMBA22	New Enterprise Management	T	4	2	30	40	30	100
	PM03CMBA23	Business Legislation	T	4	2	30	40	30	100
	PM03CMBA24	Comprehensive Project-I	P	4	2	30	40	30	100
Specialization Courses (Financial Management Electives)	PM03EMBA21	Financial Decision Analysis	T	4	2	30	40	30	100
	PM03EMBA22	Management Control System	T	4	2	30	40	30	100
	PM03EMBA23	Corporate Taxation	T	4	2	30	40	30	100
Specialization Courses (Marketing Management Electives)	PM03EMBA24	Consumer Behavior	T	4	2	30	40	30	100
	PM03EMBA25	Sales and Distribution Management	T	4	2	30	40	30	100
	PM03EMBA26	Marketing Research and Information Systems	T	4	2	30	40	30	100
Specialization Courses (Human Resource Management Electives)	PM03EMBA27	Management of Industrial Relations	T	4	2	30	40	30	100
	PM03EMBA28	Compensation Management	T	4	2	30	40	30	100
	PM03EMBA29	Management Training and Development	T	4	2	30	40	30	100



M.B.A. Semester III
CORE COURSES

PM03CMBA21: BUSINESS POLICY AND STRATEGIC MANAGEMENT I

Course Code	PM03CMBA21	Title of the Course	Business Policy and Strategic Management – I
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To understand nature, benefits and terminology of and the need for Strategic Management.• To have an in-depth understanding of various strategy lenses.• To explore and identify fundamental decisions based on Micro and Macro Environmental analysis.• To understand the purpose of Value Chain Analysis and improve Organizational efficiencies.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introducing to Strategic Management – its evolution and importance. Understanding Strategy Lenses and Strategic Drift. Micro and Macro Environmental analysis – PESTEL Analysis.	25
2.	Analysing Roots of Strategic Capabilities, Corporate-Level Strategies, Strategy Clock.	25
3.	Five Force Model, SWOT Analysis, Value Chain Analysis, Strategic profile of a firm, BCG Matrix, Experience curve.	25
4.	Organising for success and Enabling and Managing the Strategic Change, Framework for Analyzing competition.	25



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Teaching-Learning Methodology	Lectures, Presentations, Case Studies, Quiz and assignment submissions
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-Semester Examination	30%
2.	Internal Continuous Assessment in the form of Presentations, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Develop strategies in alignment with strategic lenses.
2.	Apply the various tools to analyse the internal and external environment.
3.	Apply value chain strategies for revenue generation.
4.	Apply corporate-level strategies and use different strategy, related models.
5.	Play a useful role in building strategic capabilities.
6.	Enhance employability.



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Suggested References:

Sr. No.	References
1.	Arthur A Thompson, AJ Strickland, John E Gamble & Arun K Jain Crafting and Executing Strategy-Concepts and Cases –Tata McGraw Hill Publishing Company Ltd.
2.	David, F. R., David, F. R., & David, M. E. (2013). Strategic management: Concepts and cases: A competitive advantage approach. Upper Saddle River: Pearson.
3	Lynch, R. (1997). Corporate strategy, Pearson Publication

Online Resources

[www.edx.org/learn/strategic management](http://www.edx.org/learn/strategic%20management)

[www.online-learning.harvard.edu/strategic management](http://www.online-learning.harvard.edu/strategic%20management)

www.businessnewsdaily.com

www.ocw.mit.edu/strategy



M.B.A. Semester III
CORE COURSES

PM03CMBA22: NEW ENTERPRISE MANAGEMENT

Course Code	PM03CMBA22	Title of the Course	New Enterprise Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">To impart conceptual knowledge and practical understanding of New Enterprise ManagementTo inculcate the skill of project appraisal and preparing a feasibility report
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	The Entrepreneurial Perspective: The Nature and Importance of Entrepreneur, The Entrepreneurial and Intrapreneurial Mind, Corporate Entrepreneurship, Entrepreneurial Strategy: Generating and Exploiting new entry opportunities	25
2.	Creating and Starting the venture: Creativity and Business Idea, Legal Issues for the Entrepreneur, The Business Plan, The Marketing Plan, The Organizational Plan, Financing the New Venture: Sources of Capital, Risk Capital and Venture Capital, The Financial Plan	25
3.	Managing, Growing and Ending the New Venture: Entrepreneurial Strategy, Strategies for growth and Managing the Implication of Growth, Accessing Resources for Growth from External Sources, Going Public and Ending the Venture	25
4.	'Product feasibility Report' Preparation and Discussion (Super Shampoo Case, Vegetron Limited: A Case Study of Financial Projections and other relevant cases	25



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Teaching-Learning Methodology	<ul style="list-style-type: none">• Class discussion on concept and issues, case study.• Preparation of 'Product and Feasibility Report' in group
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Evaluation Pattern		
Sr.No.	Details of the Evaluation	Weightage
1.	Mid Semester Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End – Semester University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Prepare a business plan independently and make a financial projection of a new startup.
2.	Analyse marketability and technical feasibility of a project.
3.	Imbibe an entrepreneurial mindset and assess the risk for a startup.
4.	Learn to take initiatives and develop an innovative approach.
5.	Enhance entrepreneurial ability.



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Suggested References:

Sr. No.	References
1.	Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, Entrepreneurship, Tata McGraw Hill, sixth special Indian edition New Delhi.
2.	Arya Kumar, Entrepreneurship – Creating and Leading an Entrepreneurial organization Pearson.

Online resources

Journal of Financial Planning, Financial Planning Association, <https://www.plannersearch.org/>

All such journals are available from
http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals.php



M.B.A. Semester III
CORE COURSES

PM03CMBA23: BUSINESS LEGISLATION

Course Code	PM03CMBA23	Title of the Course	Business Legislation
Total Credits of the Course	4	Hours per Week	4

Course Objectives:	<ul style="list-style-type: none">• To impart conceptual knowledge and practical understanding of the legal environment which affect the business.• To understand the functioning of law impacting business operations.• To learn various aspects of law, including technology, taxation, environment, labour, intellectual property, etc.• To learn business legislations in order to manage the business affairs and business administration effectively.• To understand and analyse the emerging business environment and legal implications.
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Course Content: 30 sessions		
Unit	Description	Weightage(%) /Sessions(Nos.)
1	The Indian Contract Act 1872 - General Principles of Law of Contract - Essentials of a Valid Contract (Offer, Acceptance, Free Consent, Competent Parties, Consideration) - Void Agreements – Performance of Contracts - Breach of Contract and Remedies, Quasi Contracts, Special Contracts, The Sale of Goods Act 1930: Formation of a Contract - Conditions & Warranties - Transfer of Property in goods - Performance of Contract - Rights of an Unpaid Seller – Rules regarding the delivery of goods – Remedies in case of a breach.	25%
2	The Companies Act 1956 (Repealed) & New Companies Act 2013; Nature and Types of Companies – Formation of Companies - Memorandum and Articles of Association – Prospectus - Allotment of Shares - Shares and Share Capital – Membership - Borrowing Powers - Management and Meetings - Accounts and Audit - Compromise Arrangements and Reconstruction - Prevention of Oppression and Mismanagement - Winding Up, Overview of the Limited Liability Partnership Act 2008; The Consumer Protection Act 1986 & Amendment Act 2019, Overview of the Competition Act 2002	25%



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3	Information Technology Act 2000 & Amendment Act 2008 – Overview & important provisions relating to cybersecurity, cyber crimes and remedies. of Cyber Laws, Law relating to Insurance – Basic framework relating to the Insurance Business in India – Types of Insurance & Policies – Essentials of Insurance Contract – Role of IRDA (Insurance Regulatory Development Authority)	25%
8	Law relating to the Intellectual Property – Introduction to the concept of Intellectual Property – Significance of IP in the emerging business environment –Types of Intellectual Properties – Basic understanding about Patent's functioning Trademark, Copyright & Design rights – Registration and Commercial Exploitation – Infringement and Remedies Right to Information Act 2005, The Collection of Statistics Act 2008, Important Labour Legislations Negotiable Instruments Act 1881, Insolvency & Bankruptcy Code 2016.	25%

Teaching-Learning Methodology	Class discussion and presentation on concept and issues, Cases related to law, Practical Assignments, Group Presentation.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Projects, Quizzes, Presentations, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand the legal framework connected to the business in India
2.	Apply the concept of the rule of law.
3.	Understand the role played by the legal and judicial system in society.



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4.	Understand real-life milestone judicial pronouncements, which have reframed the Indian legal scenario.
5.	Develop legal inclination in addressing an issue that may be encountered during the work life.
6.	Enhance entrepreneurial ability.

Suggested References:

Sr. No.	References
1	N.D. Kapoor, Element of Mercantile Law, latest edition, Sultan Chand & Sons, New Delhi.
2	Tejpal Sheth, Business Law, Pearson education.
3	Akhileshwar Pathak, Legal Aspects of Business, latest edition, Mc Graw Hill Education Publications.
4	Avtar Singh, Contract and Specific Relief, Latest Edition, Eastern Book Company.
5	Pollock & Mulla, The Indian Partnership Act, Latest Edition, LexisNexis Butterworth Publications.

On-line Resources

<http://supremecourtfindia.nic.in/scr.htm> and database of All India Reporter



M.B.A. Semester III
CORE COURSES

PM03CMBA24: COMPREHENSIVE PROJECT - I

Course Code	PM03CMBA24	Title of the Course	Comprehensive Project I
Total Credits of the Course	4	Hours per Week	4

Course Objectives:	<ul style="list-style-type: none">• To provide practical exposure of the industry to students.• To develop an ability to collect information for analysis of an industry.• To understand the selected industry's structure and analyse its competitiveness to improve learners' capability to analyse the environment and strategy formulation.• To enhance group dynamics and teamwork.
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Course Content:		
Unit	Description	Weightage (%)
1.	Students will be required to carry out a macro analysis of a chosen industry (from other than already chosen in last two years), including SWOC, PESTEL, Michael Porter's Five Forces Model and Value Chain Analysis. It will be a group Project.	100

Teaching-Learning Methodology	Discussions and Guidance under the supervision of a faculty, Company Visits and discussions with managers of the organisations, collecting information and data, its assimilation, analysis and report writing, presentation and discussion.
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Evaluation Pattern:		
Sr. No.	Details of the Evaluation	Weightage
1.	Through report evaluation and viva voce examination by examiners from	100%



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	corporate.	
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Course Outcomes: Having completed this course, the learner will be able to	
1.	View an industry from a professional perspective.
2.	Analyze the impact of policy changes and decision making in a dynamic scenario.
3.	Collect Analyse secondary information related to the industry.
4.	Prepare and present professional research report.
5.	Recommend strategies to improve industry performance.
6.	Enhance employability and entrepreneurial ability.

Suggested References:	
Sr. No.	References
1.	Published secondary sources including newspapers, magazines, journals, annual reports of companies and industry reports

On-line Resources
Company websites and websites of various research agencies such as CMIE, Capitaline, government portals, SEBI, Money control, BSE, NSE, etc.



M.B.A. Semester III
FINANCE SPECIALISATION

PM03EMBA21: FINANCIAL DECISION ANALYSIS

Course Code	PM03EMBA21	Title of the Course	FINANCIAL DECISION ANALYSIS
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To equip the students with a strategic and analytical perspective of financial management and use the tools and techniques to make decisions.• To enable students to use the tools and techniques already learnt by them in previous courses in a more effective and integrated manner.• To reinforce problem-solving skills with respect to important financial decision making.• To appreciate the corporate restructuring scenario developments with a focus for strategic valuation.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Foundations of Finance and Setting up Themes, Financial Management and Policy Framework, Investment Decision, Discussion on Issues of Investment Decision or Capital Budgeting, Cash flow estimation & cost of capital determination, Cost of Capital Versus Risk	25
2.	Project Risk, Stand Alone, Portfolio risk, Real Option Valuation, Best Practices in Estimating the Cost of Capital; Capital Budgeting with Different Discount Rates, Strategic and Hurdle Rates for Capital Investment. Investment Analysis from Marketing point of view, Developments in Capital Budgeting Techniques, Using APV, A better tool for valuing operations	25
3.	Conflicts in Capital Budgeting Techniques and its Resolution, Working Capital Management Issues, Capital Structure Theories and its implications in Capital Structure Decisions, Capital Structuring with	25



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	Leasing Option, Working Capital Management Issues, Capital Structure Theories and its implications in Capital Structure Decisions, Capital Structuring with Leasing Option, Dividend Decision	
4.	Restructuring of Business, Mergers & Acquisitions, Introduction to Mergers and Acquisitions Market, Valuation of an Acquisition Target, Company valuation methods, The Most Common Errors in Valuations, Multiple Perspectives on Mergers, Strategic Acquisitions, Economic Value Addition and S Shareholder Value	25
Teaching-Learning Methodology	Class session, Case Discussion, and Problem-solving exercise Assignments, Presentations, Discussion, Quiz, and Projects	

Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand the value creation of business through Strategic Financial Management Decisions
2.	Value a business as a whole entity and value in pieces to assist in managerial decision making
3.	Appreciate Capital Structure decision, Dividend and Working Capital Policies
4.	Analyze the financial information to pinpoint the strengths and weakness of the financial management policies of the business
5.	Enhance entrepreneurial ability.



Suggested References:

Sr. No.	References
1.	Brigham & Ehrhardt, Financial Management Financial Management, Theory and Practice, Latest Edition, Thomson South-Western
2.	James C. Vanhorne & Sanjay Damija, Financial Management and Policy, Latest Edition, PHI.
3.	Berk and DeMarzo, Financial Management, Pearson Publication.
4.	Robert F. Bruner, Case Studies in Finance, Tata McGraw-Hill.
5.	Chandra Prasanna, Financial Management Theory and Practice, Tata McGraw-Hill.

Online Resources

NPTEL, MOOCS courses on Strategic Financial Management, IGNOU online material on Advance Financial Management

Internet [http:// www.Emerald Insight.com](http://www.EmeraldInsight.com) <http://www.sebi.gov.in>, <http://www.nseindia.com>,
<http://www.bseindia.com>, <http://www.exinfm.com>, <http://www.investopedia.com>,
<http://www.ccil.com>



M.B.A. Semester III
FINANCE SPECIALISATION

PM03EMBA22: MANAGEMENT CONTROL SYSTEMS

Course Code	PM03EMBA22	Title of the Course	MANAGEMENT CONTROL SYSTEMS
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To develop an understanding about the development of strategies at Corporate and Business Unit levels.• To know about the successful strategy implementation through the structure and process of Management Control System in Profit and Non-Profit oriented organisations.• To learn applying the Financial, Economic, Behavioural Sciences concepts in implementing the strategy.• To learn about key executives' performance measurement system for organisations' overall development.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Management Control Systems, The Nature of Control Systems, Elements of Control Systems, Strategies Formulation, Management Control and Task Control, Management Control Process, Management control environment, Formal and Informal Controls, Rules, Behavior in Organizations, Goal Congruence, Understanding Strategies	25
2.	Structure of Organization, Responsibility Centers: Revenue and Expense Centers, Discretionary Expense Centers, Profit Responsibility Centre: Transfer Prices, Various methods of computing Transfer prices, Conflicts and its resolution, Investment Responsibility Centers, Measuring and Controlling Assets Employed	25
3.	The Management Control Process, Budgeting & Control, Budget Preparation, Analyzing the Financial Performance, Performance Reports/Balanced Score Card, Management Compensation Plans	25



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4.	Variations in Management Control, Differentiated Strategies, Control of Service Organization, Educational Institutions, Advertising, Health Services, Hospitality, legal and Professional Organizations, Multi-National Organizations, Project Organizations	25
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Teaching-Learning Methodology	Class session, Case Discussion, Assignments, Presentations, Discussion, Quiz, and Projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Formulate strategies and its effective and efficient implementation
2.	Understand the role of responsibility centers in the organization structure while implementing the strategies.
3.	Design the management controls for service organizations and organizations with differentiated strategies.
4.	Enhance employability.

Suggested References:	
Sr. No.	References



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1.	Govinda Rajan Vijay and Antony Robert, Management Control Systems, Tata Mc Graw Hill.
2.	Maciariello Joseph and Kirby Calvin, Management Control Systems, PHI Ltd.



M.B.A. Semester III
FINANCE SPECIALISATION

PM03EMBA23: CORPORATE TAXATION

Course Code	PM03EMBA23	Title of the Course	Corporate Taxation
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To sensitize students about the financial and legal aspects of corporate tax planning.• To familiarize with various provisions of the Income Tax Act specifically related to corporate income, taxability, exemption, and deductions rebates and other relief.• To familiarize with the provisions of corporate tax management.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Concepts and History of Corporate Tax Planning, Law of Income Tax, in Brief, Tax Planning, Tax Management, Tax Avoidance and Tax, Indian income and foreign income, Incidence of tax, Receipt v/s Remittance, Actual receipt vs Deemed receipt, Cash v. kind, Receipt v. Accrual, Capital receipts vs Revenue Receipts, Income exempt from tax, Income exempt u/s 10, Special provision in respect of newly established undertakings in free trade zones etc., Set-off and carry forward of losses, Income exempt u/s 13A	25
2.	Specific business incomes and expenses (permissible deductions from total gross income, Investment allowance for acquisition & installation of new plant & Machinery, Site restoration fund, Reserves for shipping business, Expenditure on scientific research, Tea/coffee/rubber development account, Telecom license fees, expenditure on specified business (35AD), employment of new workmen(80JJAA)	25
3.	Depreciation, Corporate tax planning in business, Essential rules governing deduction, Tax incentives for exports, deduction in respect of earnings in convertible foreign exchange.	25



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4.	Practical aspects of tax planning II, Capital gains & income from other sources, Chargeability, Settlement of cases	25
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Teaching-Learning Methodology	Class discussion, Case Studies, Assignments, Projects.
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Evaluation Pattern

Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, project, Attendance	30%
3.	End – Semester University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand direct taxes in corporate finance and management.
2.	Understand the case analysis approach and appealing tax issues before the authority.
3.	Compute the corporate income, taxability, exemption, deductions, rebates, and other tax planning relief.
4.	Enhance entrepreneurial ability.

Suggested References:	
Sr. No.	References
1.	Direct Taxes; Law & practice; Vinod K. Singhania & Kapil Singhania, Taxmann Publication Pvt. Ltd. 55 th edition 2020-21/ latest edition.



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2.	Corporate Tax Planning & Business Tax Procedures; Singhania V.K., Singhania M. Taxmann Publication Pvt. Ltd.; latest edition.
3.	Student Guide to Income Tax, Vinod K Singhania and Monica Singhania, Texmann Publications Pvt. Ltd. Latest Edition.
4.	Finance Bill (latest)
5.	Direct taxes law and practice, by Vinod K Singhania and Kapil Singhania, Taxman Publication Pvt. Ltd, latest edition.

Online resources

https://www.investindia.gov.in/taxation

www.freebookcentre.net/Business/Tax-Books.html
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https://www2.deloitte.com/in/en/pages/tax/articles/india-tax-hour.html



M.B.A. Semester III
MARKETING SPECIALISATION

PM03EMBA24: CONSUMER BEHAVIOUR

Course Code	PM03EMBA24	Title of the Course	Consumer Behaviour
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To explain concepts of consumer and consumer behaviour.• To understand the critical factors influencing consumers in changing marketplace.• To understand concepts, theories and models of the consumer decision-making process.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Consumers, Marketers, and Technology: Consumer Behavior and Technology; Market Segmentation and Real-Time Bidding	25%
2.	The Consumer as an Individual: Consumer Motivation and Personality; Consumer Perception and Positioning; Consumer Learning; Consumer Attitude Formation and Change	25%
3.	Communication and Consumer Behavior: Persuading Consumers; From Print and Broadcast to Social Media and Mobile Advertising; Reference Groups and Communities, Opinion Leaders, and Word-of-Mouth	25%
4.	Social and Cultural Settings: The Family and It's Social Standing; Cultural Values and Consumer Behavior; Subcultures and Consumer Behavior; Cross-Cultural Consumer Behavior: An International Perspective. Consumer Decision-Making, Marketing Ethics, and Consumer Research: Consumer Decision-Making and Diffusion of Innovations; Marketers' Ethics and Social Responsibility; Consumer Research	25%



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Teaching-Learning Methodology	Case Studies, Question Answers, Interactive classroom discussions, Problem Solving Activities and Project-Based Learning.
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Evaluation Pattern

Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, students will be able to

1.	Apply the concepts of consumer and consumer behavior in a real-time market.
2.	Analyse factors impacting consumer as an individual and develop better marketing strategies.
3.	Interpret various consumer social and cultural setting and implement in tapping market opportunities.
4.	Analyse the effect of the consumer decision-making process and apply findings to marketing practice.
5.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Schiffman, Wisenblit and Kumar, Consumer Behaviour, Pearson, Latest Edition.
2.	Loudon and Bitta, Consumer Behaviour, Concepts and Applications, TMH, Latest Edition.



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3.	Peter, J.P. and Olson, Consumer Behaviour and Marketing Strategy, TMH, Latest Edition.
4.	Majumudar Ramanuj, Consumer Behavior – Insights from Indian Market PHI, 2 nd Edition
5.	Blackwell and Engel, Consumer Behavior, Cengage Publication, Indian Edition.

Online Resources

<p>https://brandequity.economictimes.indiatimes.com/ www.afaqs.com https://onlinelibrary.wiley.com/journal/14791838 http://indianjournalofmarketing.com/ www.consumerpsychologist.com www.marketingweek.com https://nptel.ac.in/course.html</p>



M.B.A. Semester III
MARKETING SPECIALISATION

PM03EMBA25: SALES AND DISTRIBUTION MANAGEMENT

Course Code	PM03EMBA25	Title of the Course	Sales and Distribution Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To realize the importance of the Sales & Distribution function and examine its role as an integral part of the marketing function.• To learn selling situations, complete selling process, communication and negotiation styles.• To learn to manage sales force to achieve sales targets.• To understand the integration and sales and distribution functions with analyzing the effectiveness of various marketing channels.• To differentiate Logistics and supply chain management and understand the technology and the role of IT in managing supply chain
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Course Content – 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Sales & Distribution Management: Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling	25
2.	Personal Selling Process, Sales Territories & Quotas, relationship selling, Designing Sales Territories, sales quotas and sales organization structures, Sales Force Management: Recruitment and selection of sales force, Training, motivating and compensating the sales force, controlling the sales force	25
3.	Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management	25



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4.	Market logistics and supply chain management: Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems mgmt., Business Analytics in supply chain/ Distribution	25
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Teaching-Learning Methodology	Lectures, Case Discussions, Presentations, Assignments, Roleplays
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Analyze various buying situations in terms of consumer and business buying situations and design strategies to influence them.
2.	Confidently sell products and services and increase sales volumes, market share or profit of the organization
3.	Manage and control the sales force to improve the sales team's performance
4.	Design channel systems and policies, analyze, motivate and control channel partners
5.	Analyze complete supply chain and suggest strategies for effective distribution of products and services
6.	Enhance skills capability.



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Suggested References:

Sr. No.	References
1.	Krishna K. Havaldar, Vasant M. Cavale; Sales & Distribution Management; The McGraw-Hill
2.	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management Decisions, Strategies & Cases, Pearson Education
3.	Panda TapanK., Sahadev Sunil, Sales and Distribution Management, Oxford University Press
4.	Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan, Marketing Channels, Pearson Education

On-line Resources

<https://nptel.ac.in/courses/110/105/110105122/>,
https://onlinecourses.nptel.ac.in/noc20_mg13/preview

<https://www.coursera.org/specializations/sales-management-bridging-gap-strategy-sales>,
<https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987>,
https://onlinecourses.nptel.ac.in/noc20_mg13/preview



M.B.A. Semester III

MARKETING SPECIALISATION

PM03EMBA26: MARKETING RESEARCH AND INFORMATION SYSTEMS

Course Code	PM03EMBA26	Title of the Course	MARKETING RESEARCH AND INFORMATION SYSTEMS
Total Credits of the Course	06	Hours per Week	06
Course Objectives:	<ol style="list-style-type: none">1. To enhance the students understanding of the marketing research industry.2. To develop skills required by the marketing researcher and understand different applications of Marketing Research3. To be able to exploit Marketing Research data for management decision making		

Course Content		
Unit	Description	Weightage* (%)
1.	Introduction to the Marketing Research, problem definition, Research design and source of data, Types of data, Data collection approaches-survey method, observation method, mail survey	25
2.	Measurement, Scaling and Instrument Preparation-Questionnaire Design, Sampling Methods, Sampling Size decisions	25
3.	Data Preparation and Processing, Analysis and Interpretation of data-Analysis of Differences, Analysis of Experiments, investigation of associations.	25
4.	Factor Analysis, Cluster Analysis, multidimensional scaling, Presentation of Findings, Ethical issues in Marketing Research. Software applications to marketing research.	25





Teaching-Learning Methodology	Class session, Lab session for software demonstration, Assignments, Presentations, Discussion, Quiz, and projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination (As per CBCS R.6.8.3)	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance (As per CBCS R.6.8.3)	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Be able to translate a marketing problem into a feasible research question.
2.	Plan and undertake quantitative or qualitative Market Research and demonstrate the ability to appropriately analyse data to resolve marketing issues.
3.	Be able to apply techniques like factor analysis, cluster analysis, multidimensional scaling with the help of software to solve the marketing problems.

Suggested References:	
Sr. No.	References
1.	Business Research Methods by Naval Bajpai, Pearson, Latest Edition.
2.	Marketing Research: An applied orientation by Naresh Malhotra, Pearson. Latest Edition
3.	Marketing Research: Text and Cases by Rajendra Nargundkar, McGraw-Hill, Latest edition
4.	Marketing Research: A South Asian Perspective, Churchill, Israel, Cengage learning., Latest Edition.





On-line resources to be used if available as reference material

On-line Resources

NPTEL Course on Marketing Research and Analysis

<https://nptel.ac.in/courses/110/107/110107080/>

NPTEL Course on Marketing Research and Analysis- II

<https://nptel.ac.in/courses/110/107/110107113/>

Marketing Research: An applied orientation by Naresh Malhotra: Data Sets

https://wps.prenhall.com/bp_malhotra_mr_6/127/32612/8348725.cw/index.html

Digital Library resources from

http://www.spuvvn.edu/administration/service_centres/library/digital_library.php





M.B.A. Semester III
HUMAN RESOURCE SPECIALISATION

PM03EMBA27: MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code	PM03EMBA27	Title of the Course	Management of Industrial Relations
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To help the students understand and apply the concept of industrial relations and the system in which it operates.• To learn the implementation of codes such as the Industrial Relations Code, Code on Occupational Safety, Health & Working Conditions Code (OSH), Social Security Code and Code on Wages.• To understand the intricacies of dealing with trade unions and employees.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Industrial Relations perspectives; Industrial Relations and the Emerging Socio-economic scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Unions and the Employee; Trade Union and management	25
2.	Discipline and Grievance Management, Negotiation and Collective Settlements, Industrial Relations Code	25
3.	Industrial Disputes Act, 1947, Contract Labour Regulation and Abolition Act, 1970, The Factories Act, 1948, Shops and Establishment Act, 1953, Payment of Wages Act, 1926 etc.	25
4.	Social Security Code and Code on Wages, Code on Occupational Safety, Health & Working Conditions Code (OSH).	25



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Teaching-Learning Methodology	Lectures, case studies, discussion on case judgements, role plays.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-semester examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End semester examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand facets of relations between the employer and the employees.
2.	Resolve the conflicts by abiding the labour laws.
3.	Implement labour laws like the Industrial Disputes Act, 1947, Contract Labour Regulation and Abolition Act, 1970, The Factories Act, 1948, Shops and Establishment Act, 1953 etc.
4.	Take disciplinary actions as per the Industrial Employment (Standing Orders) Act, 1946.
5.	Negotiate with trade unions and frame policies so that unions support the company's objectives.
6.	Implement the changed labour laws according to the Occupational Safety, Health And Working Conditions Code, 2020; the Industrial Relations Code, 2020; and the Code on Social Security, 2020.
7.	Enhance employability.



Suggested References:

Sr. No.	References
1.	Padhi, P. K., Labour and industrial laws. PHI Learning Pvt. Ltd.
2.	Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P., Industrial Relations, Trade Unions and Labour Legislation. Pearson Education, India.
3	Kochan, T. A., Katz, H. C., McKersie, R. B., & Colvin, A. J., An introduction to collective bargaining and industrial relations. NY: McGraw-Hill.

Online Resources

https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf

<https://labour.gov.in/labour-law-reforms>

https://swayam.gov.in/nc_details/NPTEL



M.B.A. Semester III
HUMAN RESOURCE SPECIALISATION

PM03EMBA28: COMPENSATION MANAGEMENT

Course Code	PM03EMBA28	Title of the Course	Compensation Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To introduce the students to the Compensation and Rewards system, Compensation policies, Labor market characteristics in organizations.• To help the students analyze, integrate, and apply the knowledge to solve organisations' compensation-related problems.• To help students to understand and apply the legal framework related to compensation.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management. Determination of Inter and Intra-industry Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools; Used in Designing; Improving and Implementing Compensation Packages.	25
2.	The Reward System, Total Rewards, Strategic Reward, International Reward, Performance Management and Reward Engagement and Reward, Financial and non-financial Rewards.	25
3.	Compensation Designs for the specific type of human resources like Chief Executives, Senior Managers; R&D Staff etc.; Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans.	25
4.	Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing different Reward Systems components; Working of Different Institutions related to Reward System like wage boards, Pay commissions. Laws related to compensation in India.	25



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Teaching-Learning Methodology	Lectures, Case studies, Discussion on case judgements, calculations	
Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-semester examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End semester examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Appreciate how pay decisions are made and help the organization achieve a competitive advantage.
2.	Correlate various factors affecting compensation decisions and solve organisations' compensation-related problems.
3.	Implement various reward systems used to determine individual and group pay levels.
4.	Implement and administer a compensation system according to its policies and India's legal system.
5.	Enhance employability.



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Suggested References:

Sr. No.	References
1.	Armstrong, M.. Armstrong's handbook of reward management practice: Improving performance through reward. Kogan Page Publishers.
2.	K. Aswathappa Human Resource Management, Tata McGraw Hill Publishing Company Ltd.
3	P. Subba Rao, Personnel & Human Resource Management, Himalaya Publishing House.

Online Resources

https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf

<https://labour.gov.in/labour-law-reforms>



M.B.A. Semester III
HUMAN RESOURCE SPECIALISATION
PM03EMBA29: MANAGEMENT OF TRAINING AND DEVELOPMENT

Course Code	PM03EMBA29	Title of the Course	Management of Training and Development
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To provide information about training need analysis.• To study the processes and approaches involved in developing a training programme.• To understand the various processes at each stage of training.• To study the methods to evaluate training effectiveness.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Overview of training, role, responsibilities and challenges to training managers. Orientation and Interest areas are identified for training projects with reference to Learning, Motivation & Behavior	25
2.	Needs Analysis, Training Design, ADDIE model.	25
3.	Methods for development, implementation, and evaluation of training programmes. Learning and transfer of training.	25
4.	Key areas of organizational training and employee development, Importance of feedback. Input- Process- Output Model. Use of technology in training programmes.	25

Teaching-Learning Methodology	Lectures, Presentation, Case studies.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-Semester Examination	30%
2.	Internal Continuous Assessment in the form of Presentations, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%



Course Outcomes: Having completed this course, the learner will be able to

1.	Identify the training need analysis for an organization.
2.	Design training programmes and develop alternative methods of instruction.
3.	Effectively implement training programmes in various contexts.
4.	Design feedback systems and evaluate training programme effectiveness.
5.	Enhance employability.

Suggested References:

Sr. No.	References
1.	P. Nick Blanchard and James Tacker, Effective Training: Systems, Strategies And Practices, Pearson education.
2.	Cummings, T. G., & Worley, C. G., Organization development and change. Cengage learning.
3	Noe, R. A., & Kodwani, A. D. Employee training and development, 7e. McGraw-Hill Education.

Online Resources

www.cpe.rutgers.com

[www.zeotraining.com/ training](http://www.zeotraining.com/training)

[www.managementhelp.com/ training](http://www.managementhelp.com/training)

www.corporateagent.com



(MBA Programme) - Semester - IV

Course Type	Course Code	Name of Course	T/P	Credit	Exam Duration in Hours	Components of Marks			
						Mid Semester Exam	End Semester Exam	Continuous Evaluation	Total
Core Courses	PM04CMBA21	Business Policy and Strategic Management-II	T	4	2	30	40	30	100
	PM04CMBA22	International Economic Organization	T	4	2	30	40	30	100
	PM04CMBA23	Comprehensive Project-II	P	4	2	30	40	30	100
Specialization Courses (Financial Management Electives)	PM04EMBA21	Security Analysis and Investment Management	T	4	2	30	40	30	100
	PM04EMBA22	International Financial Management	T	4	2	30	40	30	100
	PM04EMBA23	Management of Financial Institutions & Financial Services	T	4	2	30	40	30	100
Specialization Courses (Marketing Management Electives)	PM04EMBA24	Advertising Management	T	4	2	30	40	30	100
	PM04EMBA25	Marketing of Services	T	4	2	30	40	30	100
	PM04EMBA26	International Marketing	T	4	2	30	40	30	100
Specialization Courses (Human Resource Management Electives)	PM04EMBA27	Organizational Change and Intervention Strategies	T	4	2	30	40	30	100
	PM04EMBA28	Human Resource Developments: Strategies and Systems	T	4	2	30	40	30	100
	PM04EMBA29	Cross Cultural and Global Management	T	4	2	30	40	30	100



M.B.A. Semester IV
CORE COURSES

PM04CMBA21: BUSINESS POLICY AND STRATEGIC MANAGEMENT II

Course Code	PM04CMBA21	Title of the Course	Business Policy and Strategic Management – II
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To understand and analyse the importance of the strategy-making process.• To understand distinctive characteristics of analysing the organization's external environment.• To identify how the Generic Strategies help the Organization move towards its goals.• To explore and identify decisions affecting organisations' future growth.• To evaluate and implement strategies to compete in foreign markets.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Strategy and its importance and managerial process of strategy, vision, mission, objectives and policies, Contingency Theory, Effectuation Theory	25
2.	Analysing company' external environment, VUCA environment, Company's resources and Competitiveness, Five Generic Strategies	25
3.	Beyond Competitive Strategy, Models and Matrices on Strategic Management- Igor Ansoff Model, Ashridge Portfolio Matrix, GE Model.	25
4	Competing in Foreign Markets and Building Resource Strengths and Organizational Capabilities, Transaction Cost Economics, Dynamic Capabilities, Digital Transformation opportunities, eBusiness Strategies	25

Teaching-Learning Methodology	Lectures, Presentations, Relevant topic- Case Studies, Quiz.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-Semester Examination	30%
2.	Internal Continuous Assessment in the form of Presentations, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Create a Strategic Management Process with respect to the organisation's Vision and Mission.
2.	Apply the various tools to analyse the external environment.
3.	Apply Generic strategies in various competitive scenarios.
4.	Develop strategies for entering and competing in foreign markets
5.	Play a useful role in building organizations strategic capabilities.
6.	Enhance entrepreneurial ability.

Suggested References:	
Sr. No.	References
1.	Arthur A Thompson,AJ Strickland,John E Gamble &Arun K Jain Crafting and Executing Strategy-Concepts and Cases –Tata McGraw Hill Publishing Company Ltd.
2.	David, F. R., David, F. R., & David, M. E., Strategic management: Concepts and cases: A competitive advantage approach. Upper Saddle River: Pearson.
3	Lynch, R. (1997). Corporate strategy, Pearson Education



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Online Resources
www.edx.org/learn/strategic management
www.online-learning.harvard.edu/ strategic management
www.businessnewsdaily.com
www.ocw.mit.edu/strategy



M.B.A. Semester IV

CORE COURSES

PM04CMBA22: INTERNATIONAL ECONOMIC ORGANIZATIONS

Course Code	PM04CMBA22	Title of the Course	INTERNATIONAL ECONOMIC ORGANIZATIONS
Total Credits of the Course	4	Hours per Week	4

Course Objectives:	<ul style="list-style-type: none">• To familiarize participants with various international organizations impacting global business and economy.• To provide insight into organization structure, objectives, functions, and activities of various organizations of importance influencing government and corporate decision-making.• To learn to evaluate how these organizations influence international trade regulation, lending, exchange rate management, banking regulations globally, and product classifications in an orderly manner.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1	Introduction to international organizations, International organizations as institutions, Regional Economic groupings, Regional Economic Organisations, Organisations affecting Underdeveloped countries	25%
2	International Economic Organisations; International Monetary Fund (IMF) World Bank Group – International bank For Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), General Agreement on Tariffs and Trade (GATT)/ World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), G77, International Labour Organization (ILO), Bank of International Settlement (BIS), World Customs Organisation (WCO), World Intellectual Property Organisation (WIPO), UN World Tourism Organisation, UNESCO, UNDP, UNIDO	25%
3	Regional Organisations: Asian Development Bank, OPEC, OECD, BRICS, EU, NAFTA, ASEAN, RCEP, SAARC, G7, G8, G10, G20.	25%
4	Impact of international organizations (in above modules) on Underdeveloped nations like India	25%

Teaching-Learning Methodology	Question-answer, class discussion, case studies, inquiry-based learning based on lectures, discussions, project studies, presentations and assignment.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Projects, Quizzes, Presentations, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Analyze international organisations' role in a corporate and a nation's life.
2.	Analyse the impact of the provision of guidelines of various international organizations in global business and economy.
3.	Analyze the functioning of various global economic institutions and their interface with national governments and influence policy formulation.
4.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	1. Book titles on individual institutions as suggested above. 2. Publication of individual institutions.

On-line Resources: www.websites of institutions.



M.B.A. Semester IV

CORE COURSES

PM04CMBA23: COMPREHENSIVE PROJECT - II

Course Code	PM04CMBA23	Title of the Course	Comprehensive Project II
Total Credits of the Course	04	Hours per Week	04

Course Objectives	<ul style="list-style-type: none">• To provide thorough practical exposure to students regarding an organisation.• To understand the functioning of various management areas such as marketing, finance, human resource, production management of the organisation.• To analyze company performance and understand stakeholder's perspective.
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Course Content:		
Unit	Description	Weightage (%)
1.	Students will be required to carry out a micro-analysis of an organisation from the industry chosen in Semester III. The microanalysis will include collecting information regarding all major functional areas such as marketing, finance, human resources, production management. Students will be required to apply SWOC, PESTEL and Porter's Five Forces Model to measure the company's overall performance and suggest suitable strategies to improve performance in the future. It will be a group Project.	100

Teaching-Learning Methodology	Discussions and Guidance under the supervision of a faculty, Company Visits and discussions with managers of the organisations, reading and analyzing annual reports, writing reports and presentations.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Through report evaluation and viva voce examination by examiners from corporate.	100%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Perform company analysis and learn to take decisions in changing environment.
2.	Apply marketing mix strategies in a competitive scenario.
3.	Perform financial analysis and suggest strategies to improve the financial health of the organization.
4.	Apply production management related strategies, including inventory management etc.
5.	To work in a team and learn group dynamics.
6.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	Annual reports of companies, SEBI , NSE, BSE reports and other secondary sources including databases

Online Resources
Company websites and websites of various research agencies such as CMIE, Capitaline, government portals, etc.



M.B.A. Semester IV
FINANCE SPECIALISATION

PM04EMBA21: SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Course Code	PM04EMBA21	Title of the Course	Security Analysis & Investment Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To familiarize students with the theoretical and practical knowledge of constructing portfolios.• To develop the skills of valuation of shares, Bonds and Other Financial Assets.• To learn the Bond market and its concepts.• To develop the skills of performance evaluation of portfolios.• To learn investment theories and models.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to the Investment world, Investment Environment, Financial Assets And Process of Trading, Risk & Return: The Theme of Investment, Computation of Return and Risk, Value at Risk, Sharpe Ratio	25
2.	Portfolio Theory, Capital Allocation to Risky Assets, Construction of Optimum Risky portfolios, Harry Markowitz Approach, Single Index Model, Sharpe's Simplification. Performance of Portfolios	25
3.	Investment Theories and Models, CAPM, Arbitrage Pricing Theory, Efficient Market Hypothesis, Behavioural Finance and Technical Analysis	25
4.	Security Analysis, Macroeconomic and Industry Analysis, Equity Valuation Models, Analysis of Published Statements,	25

Teaching-Learning Methodology	Class session, case method, Assignments, Presentations, Discussion, and projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage %
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand the investment markets and trading
2.	Construct optimal portfolios and evaluate the performance
3.	Interpret the published financial data to project future earning of firms
4.	Identify the macro, micro variables for industry analysis and company analysis
5.	Enhance entrepreneurial ability.

Suggested References:	
Sr. No.	References
1.	Zvi Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, Investments, Latest Edition McGraw Hill
2.	Sharpe, Alexander & Bailey, <i>Investments, Investments</i> , Latest Edition, Prentice Hall India
3.	Fischer & Jordan, Security Analysis and Portfolio Management, Latest Edition, Pearson Education

Online Resources
NPTEL, MOOCS courses on Investment Management, IGNOU online material on Security Analysis and Portfolio Management
Internet http:// www.Emerald Insight.com http://www.sebi.gov.in , http://www.nseindia.com , http://www.bseindia.com , http://www.exinfm.com , http://www.investopedia.com , http://www.ccil.com .



M.B.A. Semester IV
FINANCE SPECIALISATION

PM04EMBA22: INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	PM04EMBA22	Title of the Course	International Financial Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To develop understanding of the extent of financial integration of the economy with the global economy.• To expose students to global financial markets, instruments, and various hedging strategies for maximization of shareholders' wealth.• To understand a dealing room's transactions and groom their negotiating skills in the international markets.• To familiarize with international economics, international trade and various intricacies associated.
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Course Content: 30 sessions

Unit	Description	Weightage (%)
1.	Introduction to Global Capital Flows Introduction and evolution of FOREX markets, Euro FOREX markets, International Monetary System, Exposure and Risk. Trends in International Trade, Cross Border Financial Flows, Theories of International Trade, Gains From International Trade, Reading Forex quotes, floating and fixed currency rates.	25%
2.	Exchange Rate and Modes of Capital Flows: The Theories of Exchange Rate, Bretton Wood to Euro Currency, FII P-Notes, FDI, ECB, ADRs, GDRs, Hard Currency, SDRs, NRI deposit, Listing in Forex Market, Forex Market, Forex Reserves, Domino impact of global phenomenon on Forex market, Basics of currency trading.	25%
4.	Hedging FOREX Risk: Hedging Risk and Exposure Management, Measurement of Exposure and Risk, Macroeconomic Risks and Corporate Performance, Defining Foreign Exchange Exposure, Measuring Foreign Exposure, Concept and Classification of Exposure, Transaction Exposure, Operation Exposure, Translation Exposure, Exposure and Risk Hedging. Managing Operating Exposure: Determinants of Operating Exposure, Operating Exposure for Exporter and Importers, Effect of Exchange Rate on Exporters and Importers, Forward Hedging.	25%

Teaching-Learning Methodology	Question-answer, class discussion, case studies, inquiry-based learning based on lectures, discussions, project studies, presentations and assignment.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Projects, Quizzes, Presentations, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand nature, causes and impact of global capital flows.
2.	Evaluate FOREX exposure and risk.
3.	Develop ways of mitigating FOREX risk.
4.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	Maurice D. Levi, International Finance, McGraw Hill
2.	Alan B. Shapiro, International Financial Management, Prentice-Hall, India
3.	Rita M. Rodriguez, International Financial Management, Prentice-Hall.
4.	P. G. Apte, International Financial Management, Tata McGraw Hill.

On-line resources
https://www.forex.com/en/markets/forex/ https://www.tutorialspoint.com/forex_trading_tutorial.pdf
https://www.rbi.in
https://www.bloomberg.com
Various other FOREX market sites



M.B.A. Semester IV
FINANCE SPECIALISATION

PM04EMBA23: MANAGEMENT OF FINANCIAL INSTITUTIONS & FINANCIAL SERVICES

Course Code	PM04EMBA23	Title of the Course	Management of Financial Institutions & Financial Services
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To understand the conceptual knowledge and skills related to the banking sector.• To familiarize with the new perspectives of non-banking statutory financial institutions.• To familiarize with the concepts of risk management (derivatives) such as futures, options and SWAPs
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Banking and Role of Financial System; Monetary Policy & Banking regulation—Implications for Bank management; A Review of Financial Crisis of 2007-08, the causes of the crisis, the Role of “Trust” in Financial Stability---understanding the Linkages, Bank Financial Statements, CAMELS Ratings, Key performance Indicators (KPI) for Banks. some alternative Models for bank Financial Statement Analysis	25
2.	The Changing Profile of Indian Banking; Credit Monitoring, Sickness and Rehabilitation; the need for Credit Review and Monitoring, Triggers of Financial Distress, CIBIL and Loan Approval, Other credit Information Companies in India, Restructuring criteria, Relief measures under Restructuring,	25
3.	Risk Management & BASEL II; Managing the cost of funds, Bank capital and Liquidity, defining Credit risk, the Basel Committee’s principles of Credit risk Management, Modeling Credit Risk, Covered bonds, Credit Derivatives, some Basic Credit derivative Structures. Prudential Norms for Asset classification, income recognition and provisioning in India.	25



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4.	Non-banking Financial Institutions, Mutual Funds & Securities Trading; Insurance Services; changing the Life insurance sector, Insurance Regulatory Development Authority (IRDA) Future and options; Life Insurance Corporation of India, Export Credit Guarantee Corporation of India, Global insurance industry, Opportunities and Challenges.	25
Teaching-Learning Methodology	Class sessions and discussion, Case Studies and assignment submissions	

Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Seminars, project, Attendance	30%
3.	End – Semester University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Differentiate Gross Non-performing Assets and Net Non-performing assets of banks and understand the performance of banks with the help of KPI (Key performing Indicators)
2.	Develop skills in Risk Management of Financial Institutions, and will be able to operate Future and Options terminal of BSE and NSE with some certificate examination
4	Apply all basic principles of banking services and solve managerial problems.
5.	Enhance employability.



Suggested References:	
Sr. No.	References
1.	Hull C. John., Options, Futures, and Other Derivatives, Latest Edition, Person Publication
2.	Suresh Padmalatha and Paul J., Management of Banking and Financial Services, second Edition, Person publication.
3.	Koch T.W. Macdonald S.S., Bank Management, sixth edition, Cengage learning,
4.	Rose Peter S; Hudgins S. C. Bank Management & Financial Services, Eight Edition, McGraw-Hill International Edition 2010.
5.	Shekhar K. C., Banking theory and practice, 20th Edition, Vikas Publishing House Pvt Limited, New Delhi.

Online resources
https://www.statebankfreeport.com/e-banking
https://bizfluent.com/about-5109945-history-ebanking.htm
https://www.slideshare.net/ishanparekh/management-information-systems .
https://www.first.bank/Resources/Manage/Business-eBanking



M.B.A. Semester IV
MARKETING SPECIALISATION

PM04EMBA24: ADVERTISING MANAGEMENT

Course Code	PM04EMBA24	Title of the Course	Advertising Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To explain the tools of Integrated Marketing Communication and advertising agencies.• To relate the communication process to various models.• To understand the process of preparing the advertising budget, including measurement criteria to evaluate it.• To recognize how to select, measure and evaluate the effectiveness of different media.• To relate ethics & social responsibility in designing an Advertising campaign.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in the Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.	25%
2.	Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.	25%



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3.	Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as Marcom objective, DAGMAR approach for setting ad objectives. Budgeting for Marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine Marcom budget.	25%
4.	Developing the Integrated Marketing Communication Programme: Planning and development of creative Marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in the implementation and evaluation of Marcom- Types of appeals and execution styles. Media planning and selection decisions-steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR, Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI	25%

Teaching-Learning Methodology	Case Studies, Question Answers, Class discussion led by teacher/student, Problem Solving Activities and Project-Based Learning
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%



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Course Outcomes: Having completed this course students will be able to

1.	Understand various Integrated Marketing Communication tools and the role of advertising agencies.
2.	Analyse cases of marketing communication using various communications models.
3.	Plan marketing communication by preparing an advertising budget including measurement criteria to evaluate it.
4.	Prepare effective and creative communication program, i.e. creative content for advertising, TV commercials, Radio Jingles and Print ads.
5.	Apply ethics and advertising laws in advertising.
6.	Enhance employability and skills capability.
7.	Enhance entrepreneurial ability.

Suggested References:

Sr. No.	References
1.	George Belch, Michael Belch & Keyoor Purani; "Advertising & Promotion- An Integrated Marketing Communications Perspective"; TATA McGraw Hill
2.	Jaishri Jethwaney & Shruti Jain; "Advertising Management"; Oxford University Press
3.	Kruti Shah and Alan D'Souza; "Advertising & Promotions: An IMC perspective"; TATA McGraw Hill
4.	Aakar, Batra and Myers; Advertising Management; Prentice Hall.
5.	S H Kazmi and Satish K Batra; "Advertising & Promotions"; Excel Publishers
6.	Wells, Moriarty and Burnett; "Advertising; Principles and Practice" Pearson Publication



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On-line Resources

www.afaqs.com

www.exchange4media.com

www.cooltext.com

www.adforum.com

www.auditbureau.org

www.ascionline.org

www.indiantelevision.com

www.aaaindia.org

www.tamindia.com

www.squaredmonitoring.com

www.adage.com

www.audiencemap.com



M.B.A. Semester IV
MARKETING SPECIALISATION

PM04EMBA25: MARKETING OF SERVICES

Course Code	PM04EMBA25	Title of the Course	Marketing of Services
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To build conceptual knowledge and skills related to managing service marketing.• To develop the understanding of a new perspective of service marketing and innovative practices.
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Course Content : 30 sessions		
Unit	Description	Weightage (%)
1.	Understanding Service Products, Consumers, and Markets: New Perspectives on marketing in the Service Economy, Consumer Behavior in the context of a service, Positioning Services in Competitive Markets Delivering Customer Service	25
2.	Applying the 4 Ps of Marketing to services: Developing Service Products: core and Supplementary Elements, Distributing Services through Physical and Electronic channels, Setting Prices and Implementing Revenue Management.	25
3.	Promoting Services and educating customer, Managing the customer interface: Designing and Managing Service Processes, Balancing demand and productive capacity, Crafting the services environment.	25
4.	Managing People for service advantage: The Accellion Service Guarantee, Implementing Profitable Service Strategies: Managing Relationship and building Loyalty, Complaint Handling and Service Recovery, Improving service Quality and Productivity, Striving for Service leadership.	25



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Teaching-Learning Methodology	Class discussion and presentation on concept and issues, Case Studies. Practical Assignments, Group Presentation, Open book test and Quizzes.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End – Semester University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Differentiate the marketing of services and physical goods.
2.	Develop essential skills such as interpersonal skills, abstract thinking, empathy, and service leadership to effectively do marketing of services.
3.	Position and promote services successfully.
4.	Apply 4 P's of marketing of services and improve service quality
5.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing – People, Technology, Strategy, Seventh Edition Pearson Education.
2.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit, Service Marketing: Integrating Customer Focus Across Form, Management, McGraw Hill Education (India) Private Limited, 6th Edition.



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On-line resources
Digital Library resources from http://www.spuvvn.edu/administration/service_centres/library/digital_library.php
http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals.php
Books from Union Catalog of Inflibnet: https://indcat.inflibnet.ac.in/
Knowledge Management World, https://www.kmworld.com/index.cfm



(Master of Business Administration) Semester IV
MARKETING SPECIALISATION

PM04EMBA26: INTERNATIONAL MARKETING

Course Code	PM04EMBA26	Title of the Course	International Marketing
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To prepare students to meet international challenges and understand fundamental principles /theoretical framework associated with international activities.• To familiarize students with the international market environment's characteristics and familiarity with internationalisation and globalisation theories and strategies.• To distinguish the cultural diversity across the world and its impact on a firm's international marketing activities.• To explain the process of entry and documentation in international trade.• To learn marketing strategies and make financial decisions in the international context.
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Course Content- 30 sessions		
Unit	Description	Weightage (%)
1.	International Marketing: Nature Process and Benefits: Definition, Process of Internationalization, Benefits, Trade Theories, Marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing	25
2.	International Marketing and World Environment: Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas(RTAs) and it is an implication for International Marketers, Consumer Behaviour, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies	25



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3.	International Marketing Mix Decisions: Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Containerization, Types of Containers, Documentation in Import and export, International Commercial Terms(Incoterms), Uniform Customs Practices(UCPs)	25
4.	Financial Decisions in International Market: Sources of Finance, Financial Institution/Govt. Agencies-World Bank, IMF, WTO, ECGC, IFC etc., Currencies and Foreign Exchange Market, Exchange Rate System	25

Teaching-Learning Methodology	Lectures, Case Discussions, Presentations, Assignments, Project-based Learning
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Assemble and create documents for their own firm or clients and organisations involved in international marketing
2.	Demonstrate the ability to undertake strategic business analysis to develop international marketing objectives, strategies and plans.



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3.	Develop a tolerance for cultural differences leading to better product and service launches in international markets
4.	Develop proposals and make presentations for market potential, entry mode strategies and research activities globally.
5.	Apply marketing mix strategies for global markets.
6.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Sak Onkvisit, John J. Shaw, International Marketing, PHI
2.	Michael R. Czinkota, Iikka A. Ronkainen, International Marketing, Cengage Learning
3.	Rakesh Mohan Joshi, International Marketing, Oxford University Press
4.	Philip R. Cateora, International Marketing, McGraw Hill
5.	Justin Paul, Ramneek Kapoor, International Marketing, McGraw Hill

Online Resources

<https://www.classcentral.com/course/international-marketing-entry-execution-5507>

https://onlinecourses.nptel.ac.in/noc20_mg25/preview



(Master of Business Administration) Semester IV

HUMAN RESOURCE SPECIALISATION

PM04EMBA27: ORGANISATIONAL CHANGE AND INTERVENTION

Course Code	PM04EMBA27	Title of the Course	Organizational Change and Intervention
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To help the student in the understanding of the principles of OD located in the human relations school of management;• To provide the working knowledge of all aspects of the OD intervention process, including entering and contracting, data collection and diagnosis, intervention methodologies, implementation, and sustaining change,• To explain the students various OD interventions at the group and organisational level, group dynamics, challenges of leading a planned change initiative, and methods to increase the likelihood of success, teams and team building, and OD application.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	General Introduction to Organization Development, The Nature of Planned Change, The Organization Development Practitioner, Entering and Contracting, Diagnosing Organizations, Diagnosing Groups and Jobs	25
2.	Collecting and Analyzing Diagnostic Information, Feeding Back Diagnostic Information, Designing Interventions, Leading and Managing Change, Evaluating and Institutionalizing Organization Development Interventions, Interpersonal and Group Process Approaches	25
3.	Organization Process Approaches, Restructuring Organizations, Employee Involvement, Work Design, Performance Management, Developing Talent	25



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4.	Transformational Change, Trans organizational Change, Organization Development in Global Settings, Future Directions in Organization Development	25
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Teaching-Learning Methodology	Lectures, case studies, case judgments, role plays.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-semester examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End semester examination	40%

Course Outcomes: Having completed this course, the learner will be able to:	
1.	Develop an understanding of the organizational development process.
2.	Appreciate the need for organizational change and development in the current times.
3.	Identify sources and implement data collection techniques for organizational analysis (Diagnosis) and the significance of feedback in delivering diagnostic information.
4.	Develop an action plan for the development process.
5.	Design different interventions and implement them effectively. Overcome the resistance to change.
6.	Use OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.
7.	Enhance employability.



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Suggested References:	
Sr. No.	References
1.	Worley, C. G., & Learning, S. W. C. Organization Development and Change by Thomas G. Cummings.
2.	Brown, Donald, An Experimental Approach to Organizational Development, Prentice-Hall, 2011.
3	Wendell L. French, & Cecil Bell., Organization development: Behavioral science interventions for organization improvement. Pearson College Division.

Online Resources
https://nptel.ac.in/courses/110/101/110101146/
https://www.udemy.com/course/thinking-profoundly-about-organisational-development/
https://www.coursary.com/course/leading-organizational-change-in-healthcare-Pdz04e02?fromfld=lpads



(Master of Business Administration) Semester IV
HUMAN RESOURCE SPECIALISATION

PM04EMBA28: HUMAN RESOURCE DEVELOPMENT

Course Code	PM04EMBA28	Title of the Course	Human Resource Development – Semester-IV
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To explain the basic concepts, terminology and holistic process of human resources development.• To analyze the trends and significant issues in the field of HRD.• To describe each of the major HRD functions and application areas for employee development.• To facilitate discussions and understand challenges in the field of HRD.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to HRD Concept and its Processes	25
2.	Assumption of HRD – Training and Development	25
3.	Influences of Employee Behavior, Learning and Critical HRD Issues, Organizational Structure.	25
4.	Assessing needs and designing HRD activities	25

Teaching-Learning Methodology	Lectures, Presentations, Case method.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-Semester Examination	30%
2.	Internal Continuous Assessment in the form of Presentations, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%
Course Outcomes: Having completed this course, the learner will be able to		
1.	Apply key concepts associated with HRD.	
2.	Apply the core process of HRD and evaluate connections between the HRD process and performance management systems.	
3.	Execute employee development activities through various HRD functions.	
4.	Apply HRD audits and their tools.	
5.	Enhance employability.	

Suggested References:	
Sr. No.	References
1.	Dr. Stephen Gibbs, Human Resource Development, Sage Publications.
2.	David McGuire and Kenneth Molbjerg Jorgensen, Human Resource Development theory, Sage Publications, London.
3.	Werner, J. M., & DeSimone, R. L. R. L, Human resource development. Cengage Learning.
4.	Rao, T., Readings in human resource development. Oxford and IBH Publishing.



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Online Resources
www.sprigghr.com/ hrtrain
www.researchgate.net/ hrd
www.yyu.edu.tr/hrd
www.meral.edu.mm/analysis-hrd



(Master of Business Administration) Semester IV
HUMAN RESOURCE SPECIALISATION

PM04EMBA29: CROSS-CULTURAL AND GLOBAL MANAGEMENT

Course Code	PM04EMBA29	Title of the Course	Cross-cultural and global management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To impart knowledge and understanding of international human resource management.• To explain the impact of business internationalization on strategic HRM and its various functions, including HR planning, recruitment & selection, training & development, compensation management, performance management, safety & health and employee relations.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	The Cultural Context of IHRM, The Organizational Context	25
2.	IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs, Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection, Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection	25
3.	International Performance Management, International Training, Development and Careers	25
4.	International Compensation, International Industrial Relations and The Global Institutional Context, IHRM Trends and Future Challenges	25

Teaching-Learning Methodology	Lectures, case study method, discussion on case judgements, role plays.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-semester examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End semester examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Develop an understanding of the critical issues raised by international business cases in cross-cultural management.
2.	Analyze the nature of cultures, the theoretical concepts and frameworks used to identify and highlight similarities and differences across cultures.
3.	Understand workforce diversity and manage intercultural communication and cross-cultural interactions.
4.	Negotiate in cross-cultural management and handle ethical and social issues associated with it.
5.	Develop business strategies to succeed in the international market.
6.	Enhance employability.



Suggested References:

Sr. No.	References
1.	Dowling, P., Festing, M., & Engle, A. D. International human resource management. Cengage Publications.
2.	Jackson, T. International HRM: A cross-cultural approach. Sage.
3	Budhwar, P. S., & Debrah, Y. A. (Eds.). Human resource management in developing countries. Routledge.

Online Resources

<https://www.udemy.com/course/introduction-to-human-resource-management/>

<https://alison.com/course/international-and-strategic-human-resource-management>