



**GUJARAT TECHNOLOGICAL UNIVERSITY**  
Syllabus for Master of Business Administration (Part Time), 6<sup>th</sup> Semester  
Subject Name: Dissertation Phase-2  
Subject Code: 5569901

With effective  
from academic  
year 2023-24

# Gujarat Technological University

## Master of Business Administration – Part Time



## Handbook of Dissertation – MBA- Part Time

### Semester-VI

Applicable from Academic Year 2023-24 onwards



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## **Introduction**

A Dissertation provides an opportunity for the students to demonstrate an understanding of the knowledge gained through the Master's degree program. It is an integral part of the academic curriculum of MBA (PT). For the successful completion of the MBA (PT) programme, students are required to undergo dissertation as per the prescribed format and duration. The dissertation is supposed to be an extensive piece of professional work wherein the students provide specific expertise in their field of specialization. Students have to undertake the dissertation with a selected organization of their choice. The dissertation must focus on a relevant subject area that is of particular interest to the candidate and, also, of benefit to the chosen organization.

Major research can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, HR functions, retail/investment finance/ capital market/banking, industry analysis, new product launches, sales and distribution, market research and advertising, 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 the project, or the 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 project. The student is encouraged to take up such projects.

## **Objectives:**

- Select a topic of significant relevance to the organization and undertake an intensive research based investigation to identify solutions and answers. This shall serve the objective of enabling students to learn about problems faced by businesses and ways of finding remedies for them
- To be able to review and synthesize the existing knowledge domain in their selected area of study in the form of an extensive literature review
- To understand and formulate a proper Research Methodology which will be adopted for the issue under investigation
- To be able to collect the required data adopting a rigorous method, and analyze the same with latest statistical tools and techniques resulting in appropriate findings
- To develop recommendations for how the organization might resolve the identified issue, and synthesize business concepts learned in the program and demonstrate their real-world business applications



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- Provide students with the opportunity to refine research skills and demonstrate their proficiency in written and/or oral communication skills

## Extent of the Project

The dissertation must not be project based on library research. It should involve the application of management and practical techniques to a unique problem or task with extensive data collection and analysis with the potential of contributing to the solution of the identified problem and contributing significantly to the organization.

The dissertation will be an original work that is a result of the students own independent investigation and analysis. Factual situations encountered as part of students professional work experience may be used as the basis of a dissertation; however, the project will be assessed based on the quantity and quality of independent thought, analysis applied to the facts at issue and outcome. In the case where the project is involved with or builds on the students professional work experience, the resulting project must still satisfy the expectations of the faculty mentor, which could mean additional work will be needed beyond that imposed by the student's employer.

The students should undertake project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.

The dissertation comprising of **400 marks** shall be evaluated by internal examiner for **120 marks** and an external examiner for **280 marks**. It is compulsory for the student to appear in the internal evaluation of the Dissertation. A minimum of **50 % marks** is required for a successful completion of the dissertation work. There shall be a viva-voce examination on the dissertation work. Viva-voce will be conducted by the External Examiners authorized by GTU.

All the material that relates to the dissertation, including completed questionnaires or tapes from interviews, should be shown to the guide and be kept by the students until the University has declared the results. Students are advised not to throw the material away once their dissertation is submitted, as they might be asked to present it as part of the viva voce before their Dissertation results are declared.



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Specific guidelines are given below:

### **Guidelines**

- Under this programme, every student is required to undertake a dissertation for a period of ten weeks during sixth semester under the guidance of a recognized Faculty Guide. An executive in the host organization could act as co- Guide. The project has to be done individually and not in a group.
- On the completion of dissertation, the student is required to submit a report on the work done to the Head of the Institution through the Faculty Guide at the end of Semester VI.
- Satisfactory completion of dissertation, and Viva Voce examinations are essential requisites for completing the MBA Part time programme.
- The students need to submit monthly progress reports. The online submission of monthly progress report is allowed. At the time of presentation, the report should reflect the time and date of submission which is duly signed by guide and student.
- The progress report submitted by the student duly signed by the guide will be reviewed by the Director of the Institute. The Director will review progress reports and draft of Dissertation, provide feedback, observation and recommend the dissertation for submission.
- Any exceptions to the guidelines have to be ratified by Academic Council of GTU on a written request by the Head of the Institution.
- Faculty Guide should have a minimum of 5 years' experience. Maximum of 5 students are allowed under each faculty guide.
- Students shall have regular interaction with the Faculty Guide in order to ensure better Quality of dissertation. He/ She is authorized to reject the dissertation if it does not meet his/her expected standard quality or the guidelines. The Guides should take the responsibility of maintaining the quality and authenticity of the dissertation and issue of certificate of originality.
- Any attempt to copy from another (Present or Previous) student or to copy large chunks from academic or other sources without approximately referencing those sources will trigger the full weight of plagiarism procedures. University will initiate stern action.
- In order to avoid plagiarism, the students are required to produce a certificate of anti- plagiarism from the authority recommended by BoS. Similarity index of 10% is allowed.



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- One spiral bound copy of dissertations along with soft copy [CD] has to be submitted to GTU. This has to be uploaded on the website of the institution after the completion of Viva -Voce Examination
- The students are required to prepare a summary of Dissertation done in Semester V and include it in the beginning of the report of Semester VI.
- The report shall also include the Research Proposal (first three sections) prepared as part of semester V dissertation. However, it should be re-written and most likely expanded with extensive research inputs. A brief outline of the contents of the report is provided below:
- **Introduction:**
  - This section shall justify the pros and cons of the present problem posed, and set the aim and scope of his/her work which shall mitigate the present problem. It may end up with highlights of the significant contributions of the present work.
  - Problem Identification and Definition, process modification, etc of company: derived from the STEEPLD/industry analysis carried out in previous semester
  - Identification of alternatives in direction of solving problems and possible courses of action
  - Utility of the Project for industry/ Society/Academia for which examination of hypothesis needs to be done
- **Literature Review**
  - Published studies, practitioner journals, technology magazines, review of similar studies, objectives, and formulation of the problem, scope, and rationale of the study.
  - Related survey of Industry / Society / Institutes/Associations/Universities for Problem Identification
- **Methods/Methodology adopted for the study:**
  - Research Methodology – Objectives, Research Design, Data Collection method, Data collection tool, Limitations of the Study
  - Research Survey, Field Work, Interview, Observation, etc. with appropriate justification and reasoning
- **Data Analysis & Interpretation**
  - The data gathered in the data collection stage will be subjected to the application of reasoning to understand the data that have been gathered. It involves determining consistent patterns and summarizing the relevant details revealed in the investigation. Statistical analysis may range from portraying a simple frequency distribution to more complex multivariate analysis approaches.



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- This section does not include discussing other research literature or the implications of research findings. Usually it begins by outlining any descriptive or exploratory/confirmatory analyses (e.g., reliability tests, factor analysis) that were conducted. Next it should address the results of the tests of hypotheses. Tables and/or figures should be used to illustrate and summarize all numeric information.
- **Discussion**
  - The purpose of this chapter is not just to reiterate what is found but rather to discuss what the findings mean in relation to the theoretical body of knowledge on the topic and researcher's profession. This chapter should begin by discussing the findings in relation to the theoretical framework introduced in the literature review. In some cases, one may need to introduce new literature (particularly with qualitative research). This section also should address what are the study's practical implications.
- **Conclusions, Major Contributions and Scope of Further Work:**
  - A brief summary of the entire work carried out shall form the first paragraph. Conclusions derived from the presented work and its results shall be clearly specified. Conclusion should relate only to your own work. Any generalized, known outcomes should not be mentioned. The report must highlight the practical implications of your work to the society, in the form of major contributions. Finally all possible future avenues to continue where you have stopped may be mentioned under future work.
- **The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.**
- **Any optimum solution and feasibility of solution suggested to industry/academia**
- **Reference Citation:**
  - All cited literature must appear in the list of references and numbered sequentially as they are referred in the text of the thesis in standard format of referencing. All particular works consulted but not specifically cited should be listed as Bibliography which shall appear after the References. Cited materials shall be listed chapter-wise and at the end of the concerned chapter. A citation repeated in more than one chapter shall be given same number.

## **Format of the report**

- a) Cover Page with Title and other details
- b) Declaration by the student
- c) Certificate of originality from the Student and Faculty
- d) Certificate by Head of the Institution/Organization
- e) Acknowledgements
- f) Executive Summary [Should not exceed 150 words with five key terms]
- g) Table of Contents
- h) List of Tables



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i) List of Figures

1. Summary of Dissertation in Semester V
2. INTRODUCTION (about the problem)
3. Significance/Purpose of the study
4. Literature Review: 100-200 Research Papers
5. Research Methodology
  - a. Problem statement
  - b. Rationale of the Study
  - c. Research Objectives
  - d. Research Design
  - e. Sources of Data
  - f. Sampling – Population, Sample Size, Sampling Technique
  - g. Limitations
6. Data Analysis & Interpretation
  - Frequency Analysis/Interpretation
  - Graph/Tables
7. Discussion
8. Conclusion, Major Contributions & Scope of Further Work

References - based on APA Style (As Applicable)

Annexure - Questionnaire or Financial Statements (As Applicable)

**Formatting specifications for reports:**

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin: 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding
- Number of hard Copies: One hard copy (Student has to bring one hard copy at the time of External 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.



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## Parameters for Evaluation:

- **Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual/theoretical framework of selected topic (if any), justification of severity of problem
- **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:** information search, Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- **Data Analysis, Discussion and Conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- **Scope of Further work, Future Research Directions**

## Evaluation Scheme:

Particulars	Marks	Weightage in %
Internal Evaluation	120	30
External Evaluation	280	70
Total	400	100

Teaching Scheme			Credits	Examination Marks				Total Marks
L	T	P		Theory Marks		Practical Marks		
			ESE (E)	PA (M)	ESE (V)	PA (I)		
0	0	16	16	0	0	280	120	400

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## Specialization: Financial Management

### Part -1

- 1) Learn about the finance decisions/cost process (in detail) of the organization and analyze the criticality of all aspects of the financial decisions/costing process like, investment decision (project evaluation), Capital Structure analysis, Working capital management including inventory control, cash management, credit policy etc., cost analysis and control mechanisms, material scheduling EOQ analysis, Cost reduction and cost control, for efficient use of resources to improve bottom line.
- 2) Carry out a detailed study of alternative techniques for valuation of assets (Mergers & Acquisitions), project appraisal, risk management (hedging, insurance etc.) and working capital sources to minimize the cost of financing. They can conduct detailed analysis of strategic cost management, variance analysis, value chain analysis for cost efficiency; Profit Planning and Cost Benefit Analysis, Tax planning etc. for a stipulated time span of say 3 to 5 years and identify scope for improvement in all these.



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- 3) Analyse the measures taken to minimize cost to achieve cost efficiency and cost leadership through Zero Based Budgeting, Budgetary Control mechanism, make or buy analysis, credit management (collection techniques), P2P system and inventory control techniques.
- 4) Analyse various projects through capital budgeting techniques using simulation, decision tree analysis and probability techniques for project evaluation and identifying optimal project, including change in project appraisal system using technology.
- 5) Discuss the measures taken towards green finance, responsible investing, ESG reporting and its implications on sustainable growth.

## Part 2:

- 1) Analyse the aspects that contribute to/ hinder cost efficiency and shareholder's value.
- 2) Identify a strategic area / aspect that call for a redesign of techniques, process, methods and policy. For example budgeting techniques, scenario analysis, and sensitivity analysis, transfer pricing policy, costing techniques, management control systems and inventory control system.
- 3) Research on benchmarked practices in similar organizations/industries and consulting firms like KPMG, E&Y, PwC, Deloitte etc.
- 4) Explore alternative solutions/policy design and choose the most suitable one for the company, through cost- benefit analysis (both tangible and non-tangible, financial and non-financial). For example exploring alternative new sources of Funds like PE, Angel funding, VC, crowd funding etc
- 5) Explain the process adopted at step 4 above through a flow – chart, for arriving at the most befitting solution/ policy design.
- 6) Estimate the tangible and non-tangible benefits, financial and non-financial benefits of the outcome of such improvements. This includes Incremental cost benefit, marginal contribution through economies of scope and improvement in bottom line and value of the Company.
- 7) Estimate the contribution of the same on both – the bottom line of the organization and on the strategic position of the company vis-à-vis other competitors.
- 8) Present the same to your top management with the permission of your HoD and further suggestions /acknowledgement of your work and proposed alternatives for strategic gain.

## Part 3:

1. Implement the suggested changes and measure its outcome and compare the same with the estimated outcomes.
2. Based on the above, suggest any further improvements required.

Present the same to the top management again and get their reviews, which need to be part of the Dissertation.

## Specialization: Human Resources Management



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## Part -1

1. Detail study on various HR sub systems of the company and understanding the criticality of all aspects of related HR operations like IR, HRIS, HRA, outsourcing, culture & climate etc...
2. Study how Business strategies align with HR processes over a period of time (with changes in strategies and vision mission statements of the company, what changes were brought in HR subsystems by the companies).
3. Discuss the measures taken to create sustainable business and society through HR Processes / subsystems.
4. Study Feedback mechanism of various HR sub systems from integration perspective and identify steps and measures taken by companies to resolve it.
5. Diagnostic study / Root cause analysis to be done to identify the reasons behind lacking areas
6. Study on implications for steps not taken by company at right time (what happened and what can happen in future, possibilities that organization would have been better, if certain steps would have been taken) through Literature review or benchmark company practices.

## Part -2

1. Study current SOP's and suggest Revision in SOP's with new set of Roles & Responsibilities for bringing improvements found through study (document creation by students)
2. Identify biggest Gap (lacuna) from part -1 study based on current business strategies and role defined by HR for meeting these strategies
3. Estimating tangible and non-tangible benefits that becomes outcome of such improvements
4. Prepare report or proposal on what steps or measures to be taken, define strategies of implementation, reasons stating on importance of making shifts
5. Proposal presentation to the company

## Part -3

1. Implementing the suggested changes and measuring its outcomes and comparing the same with estimated outcomes
2. Suggesting any further improvements in area of HR domain and presenting the same to the company top management and getting the review as part of the report

## Specialization: Marketing Management

### Part 1:

1. Learn about the complete Marketing process ( in detail) of the organization and analyse the criticality of all aspects of the Sales and Marketing process like Sales Forecasting, Sales Planning and Management, Distribution Management, Product Development, Brands and Branding approaches, Understanding in depth the Customers of the Organization, Marketing Research, Marketing Mix, Marketing Communication used by the organization for its Customers and Key accounts



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2. Carry out a detailed study of Sales Trends, breakdown of the Sales in terms of territories, products, customers' analysis etc for a stipulated time span of say 5 years and identify scope for improvement in all of these aspects.
3. Analyse the measures taken for achieving the sales targets, required brand awareness, brand preference, and all aspects of the Marketing Process.
4. Analyse the frequency and process of the new product development/ process design and development and the resultant market success of the product/service. Evaluate the reasons for the same as well as the process adopted for the commercialization of the new product
5. Discuss the measures taken to create sustainable products and processes in the organization.

## Part 2:

1. Analyse the aspects that contribute to / hinder the process of achieving sales and marketing objective.
2. Identify a strategic area / aspect that calls for a redesign of the sales or marketing process
3. Research on good sales and marketing practices in similar organizations/industries.
4. Explore alternative and sustainable solutions/design aspects of the sales or marketing process and choose the most suitable one for the company, through cost- benefit analysis (both tangible and non-tangible, financial and non-financial)
5. Explain the process adopted or at step 4 above through a flow – chart, for arriving at the most befitting solution/ process alternative for sales/marketing in the organization.
6. Estimate the tangible and non-tangible benefits, financial and non-financial benefits of the outcome of such improvements for the organization
7. Estimate the contribution of the same on both – the sales performance of the organization and on the marketing aspects like brand awareness, brand preference of the company vis-à-vis other competitors.
8. Present the same to your top management with the permission of your HoD and further suggestions /acknowledgement of your work and proposed alternatives for strategic marketing gain.

## Part 3:

1. Implement the suggested changes and measure its outcome and compare the same with the estimated outcomes.
2. Based on the above, suggest any further improvements required.
3. Present the same to the top management again and get their reviews, which need to be part of the Dissertation.

## Specialization: Production and Operations Management

### Part 1:

1. Learn about the production process (in detail) of the organization and analyse the criticality of all aspects of the production and operations process like inventory control, production



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scheduling, work in process, process analysis and control mechanisms, material scheduling, quality assurance and control, industrial engineering for efficient use of space, materials, equipment and personnel, utilities, technology upgradation and / or substitution, etc.

2. Carry out a detailed study of predictive maintenance measures and preventive maintenance measures, breakdown analysis etc for a stipulated time span of say 3 years and identify scope for improvement in all these.
3. Analyse the measures taken for achieving zero breakdown, zero waste, zero defect, zero accident and zero pollution etc.
4. Analyse the frequency and process of product/ process design and development and the resultant product / process specifications, if any, and the reasons for the same as well as the process adopted for the same.
5. Discuss the measures taken to create sustainable products and processes.

## Part 2:

1. Analyse the aspects that contribute to / hinder productivity.
2. Identify a strategic area / aspect that calls for a redesign of either product or process.
3. Research on benchmarked practices in similar organizations/industries.
4. Explore alternative solutions/design aspects and choose the most suitable one for the company, through cost- benefit analysis (both tangible and non-tangible, financial and non-financial).
5. Explain the process adopted at step 4 above through a flow – chart, for arriving at the most befitting solution/ design alternative.
6. Estimate the tangible and non-tangible benefits, financial and non-financial benefits of the outcome of such improvements.
7. Estimate the contribution of the same on both – the bottom line of the organization and on the strategic position of the company vis-à-vis other competitors.
8. Present the same to your top management with the permission of your HoD and further suggestions /acknowledgement of your work and proposed alternatives for strategic gain.

## Part 3:

1. Implement the suggested changes and measure its outcome and compare the same with the estimated outcomes.
2. Based on the above, suggest any further improvements required.
3. Present the same to the top management again and get their reviews, which needs to be part of the Dissertation.