

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	Marketing/Finance/Human Resources Management/International Business/Entrepreneurship/Supply Chain Management			
Semester	III				Version	1.0.0.1			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IIIA01SMA		Subject Name		Strategic Management				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives : This course conveys the concept of strategy and its usefulness by exposing students to a variety of organizational situations. It enables students to look at organizations in their totality and appreciates the interrelationship among different functions. It will help students understand the strategy of organizations and thereby enable them in making major decisions, formulating policies and participate in implementation of corporate strategies.									
Learning Outcomes:									
On successful completion of this subject the student will be able to									
<ul style="list-style-type: none"> Identify and assess the impact of opportunities and threats in a company's environment, its industry, and its set of competitors Identify and assess a company's strengths and weaknesses, and match them with its opportunities and threats to suggest four alternative strategies Identify, analyze, and synthesize data and information that supports company decision-making to improve customer satisfaction, and overall financial performance Describe the generic and business-specific factors that reflect a company's overall operational performance, and its performance in its business units and functional business areas including corporate ethical, and social responsibility (including service learning) 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction: Strategic management (SM), Steps in Strategic Management, Basic concepts of SM; Impact of Globalisation; Creating a learning organisation; Basic model of SM. Scanning the environment: Environmental Scanning; Industry Analysis; Competitive Intelligence; Synthesis of external factors; ETOP Study, Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Strategic audit.								15
2	Strategy formulation: Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Business level Strategy : Process of strategic planning; Stages of corporate development; Functional level strategy; Core competencies; Strategic choice.								10

3	Strategy implementation and control: Organising for action; Developing programmes, How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence; Organization life cycle; Management & Control.	15
4	Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations, New Business Models and strategies for Internet Economy - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce Competing in International Markets: Drivers of Success and Failure When Competing in International Markets, Types of International Strategies, Options for Competing in International Markets	20
Practical content		
Text Books		
1	Arthur, A, Thomson and Strickland, A. J., Strategic Management – Concept and Cases., Tata McGraw Hill, New Delhi.	
Reference Books		
1	Srinivasan R., Strategic Management –The Indian Context, PHI.	
2	Pitts R A and Lei D- Strategic Management: Building and Sustaining Competitive Advantage (Vikas, 3rd edition), 2003.	
3	Wheelen T L and Hunger J D- Concepts in Strategic Management and Business Policy (Pearson Education, 2004)	
4	White C- Strategic Management (Palgrave, 2004)	
5	Beamish P- Asia-Pacific Cases in Strategic Management (Tata McGraw-Hill, 2000)	
6	David F R- Strategic Management: Concepts and Cases (Pearson Education).	
7	Dess G- Strategic Management: Creating competitive Advantage (Tata McGraw- Hill) — M. Hill International, N. York.	
8	Hunger J D and Wheelen T L- Essentials of Strategic Management (Prentice-Hall, 3rd edition)	
9	Johnson and Scholes- Exploring Corporate Strategy: Text and Cases (Prentice-Hall).	
10	Porter M- Competitive Strategy (Macmillan) 1998.	

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Semester	III				Version	1.0.0.1			
Effective from Academic Year				2021-22		Effective for the batch Admitted in			June 2021
Subject code	2IIIA02MIS		Subject Name		MANAGEMENT INFORMATION SYSTEM				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives									
The Objective of the course is make students aware of the fundamentals of Information Systems and its applications in Business decision makings									
Learning Outcomes:									
<ul style="list-style-type: none"> • Students will able to understand MIS from business process stand points. • Will able to apply problem solving skills and provide strategic input in designing and implementing MIS. • Strategically analyze the different business system to integrate it in to comprehensive the MIS. • Students will able to understand the applications and tools of information systems for providing strategic solutions to business. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction: MIS and information systems; Management support system and classifications, Strategic advantage with MIS, Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS: Internet, Intranet, Extranet; Enterprise communication and collaboration.								15
2	Decision support systems: MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis, data mining for decision support.								15
3	Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams), Foundations of Business Intelligence.								10
4	Applications: Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality, machine Learning, cloud computing; Executive Information System; Expert Support Systems; Security and Ethical challenges in the Digital World; E-commerce.								20
Practical content									
Text Books									

1	Laudon K C and Laudon J P- Management Information Systems: Managing the Digital Firm (Prentice-Hall, latest Edition)
Reference Books	
1	Laudon K C and Laudon J P- Management Information Systems: Managing the Digital Firm (Prentice-Hall, latest Edition)
2	O'Brien J- <i>Management Information System</i> (Tata McGraw-Hill, 5 editions), Galgotia.
3	Oz E- <i>Management Information System</i> (Vikas, 3r edition)
4	Jawedkar W S- <i>Management Information System</i> (Tata McGraw-Hill, 2nd edition) 2003.
5	Mudrick R G- <i>An information system for modern management</i> 2001, 3r, Pearson
6	Mahadeo Jaiswal, <i>Management Information System</i> (Oxford University Press)

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L=Lecture, TU=Tutorial, P= Practical/Lab., TW= Term work, DT= Direct Teaching, Lab.= Laboratory work

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Programme	Master of Business Administration	Branch/Spec.	Marketing/Finance/Human Resources Management/International Business						
Semester	III	Version	1.0.0.0						
Effective from <i>Academic Year</i>		2016-17	Effective for the batch Admitted in				June 2016		
Subject code	IIIA03MRP	Subject Name	MANAGEMENT RESEARCH PROJECT – I						
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	-	100	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Learning Outcome:									
<p>The purpose of this course is to enable students to study an industry in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems. A group of three to four students are asked to study a specific industry and the major players in that industry in group.</p> <p>The group is required to submit a technical report on concerned industry at the end of Semester. The group will identify the industry and the major companies in that industry for the purpose of study in the beginning of the semester and will start working on it. The detailed synopsis of the study will be prepared by the group and approved by the faculty in the beginning. The group will prepare the report and it will be evaluated on the basis of written report, presentation and viva-voce.</p>									
Theory syllabus									

- Students enable study an industry in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems.
- Students enhance their report writing skills, presentation skills and ability to handle queries related to the industry that they selected.

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Programme		Master of Business Administration				Branch/Spec.		Marketing/Finance/Human Resources Management/International Business/Entrepreneurship/Supply Chain Management		
Semester		III				Version		1.0.0.1		
Effective from <i>Academic Year</i>				2021-22		Effective for the batch Admitted in				June 2020
Subject code		2IIIB04PGL		Subject Name		PERSONALITY GROWTH LAB				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	2	0	0	0	2	Theory	-	100	100	
Hours	2	0	0	0	2	Practical	-	-	-	
Pre-requisites:										
Objectives										
The course aims to make student understand various aspects of Group discussion, Interview, Grooming, Workplace behaviour and time Management.										
Learning Outcome:										
<ul style="list-style-type: none"> • Students can be able to understand skills needed to carry out group discussion • Students can learn tips to prepare themselves for interview • Understanding the personal grooming while behaving with others • To understand time management 										
Theory syllabus										
Unit	Content								Hrs	
1	Group Discussion and Interview Skill- Understanding GD, its usefulness- techniques of GD, Group Discussion Understanding the nature of discussion, Difference between debate and discussion, Ways to form and present the arguments, Ways to defend. To get acquainted with the art of public speaking, To know the rhetoric of making a public speech, Exploring rhetorical elements through various videos. Interview etiquettes, Dos and Don'ts at the interview, Mock Interviews								15	
2	Personal Grooming, Body Language and Work Place Behaviour: Dressing Professionally: To learn selection of proper attire as per the situation, Resume Preparation- Personal etiquettes and grooming, confidence building, Postures and body language, resume building, types of resumes and its importance, team playing and interpersonal relationship, Johari's Window, Basics of the table manner, to learn the manners during professional meetings over lunch/dinner, How to call the meeting, how to organize a meeting in the smooth manner, how to design the agenda and prepare minutes of the meeting. Telephone and Mail etiquettes; tone and pitch of the voice, How to send a voice mail, Students are also exposed to the netiquettes.								10	

3	Self-Management and Time Management- self assessment, stress and time management (its importance and techniques), how to carry one's self, how to project one's self in the right frame and spirit.	5
Practical content		
Text Books		
1	Kaul A , Effective Business Communication Prentice Hall India Learning Private Limited; Latest edition	
Reference Books		
1	Payal Mehra, Business Communication for Managers Pearson 2 nd Edition	
2	Kaul and Asha, Business Communication PHI 2 nd Edition	
3	Herta Murphy, Herbert Hildebrandt, et al., Effective Business Communication - SIE McGrawHill 7 th Edition	
4	Raymond Lesikar, Marie Flatley, et al. Business Communication: Making Connections In a Digital World McGraw Hill Education; 11 edition (23 June 2009)	

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Semester		III			Version		1.0.0.0		
Effective from <i>Academic Year</i>			2019-20		Effective for the batch Admitted in			June 2018	
Subject code		IIIA10SIP		Subject Name		SUMMER INTERNSHIP PROJECT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	0	0	4	0	4	Theory	-		
Hours	0	0	8	0	8	Practical	-	100	100
Pre-requisites:									
Learning Outcome:									
The objective of this course is to provide hands on training to the students. Students in turn will learn problem solving approach in the organization during summer training. Students get exposure on business operations, problems and how to identify its amicable solutions.									
Theory syllabus									
Unit	Content								Hrs
	Refer SIP Policy								

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Semester		III				Version		1.0.0.1		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		2IIIA05IMM		Subject Name		INTERNATIONAL MARKETING MANAGEMENT				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objective										
The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing										
Learning Outcome:										
<ul style="list-style-type: none"> Apply the key terms, definitions, and concepts used in marketing with an international perspective. Evaluate different cultural, political, and legal environments influencing international trade. Explain the impact of global and regional influences on products and services for consumers and businesses. Students will also learn to develop a formal analytic framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies 										
Theory syllabus										
Unit	Content								Hrs	
1	Factors fueling growth of international business: Globalisation-Effects, Benefits & Costs, Role of Multinational (MNC) in Developing countries. Global business environment: Economic, Political, Legal and socio-cultural, Scenario analysis & country-wide-risks of investments decisions. International Trade: Theories - Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon's Theory of International Product Life Cycle.								15	
2	International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: Process; Global Environment. Global Market Segmentation and Positioning; Screening and Selection of Markets; Global Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Abroad, Strategic Alliances. Global Business Competitive Strategies: Porter's model; Prahalad and Doz's strategy model. International Market Research: Process of Market Research, Major Challenges to Successful Market Research								15	
3	Global Product and Brand Decisions: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, New Product Development; Branding in global markets, Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale. Managing International Distribution and Promotion: Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; Global Marketing Communication								15	
4	Balance of trade and balance of payments: Adverse Balance of Payment-remedies, Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory. Role of world bodies World Bank, IMF, IBRD and WTO in International Trade. India and World Trade: EXIM Policy, Institutional Infrastructure for Export Promotion, Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards. Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance								15	

	of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of Payments-Open Account, Bills of Exchange, Letter of Credits-Export Finance.	
Practical content		
Text Books		
1	Rakesh Mohan Joshi, "International Marketing", First Edition, Oxford Publication	
Reference Books		
1	Onkvisit, Sakand Shaw, J.J-International Marketing: Analysis and Strategy(PHI).	
2	Aswathappa- International Business (Tata McGraw-Hill, 2002)	
3	Daniels- International Business (Pearson Education) 2004.	
4	Paul J- International Business (Prentice-Hall, 2004)	
5	Deresky H- International Business (PHI, 2003)	
6	Hill C W- International Business (Tata McGraw-Hill,2002.)	
7	Varma M L- International Trade (Vikas, 2003)	
8	Taggart- The Essence of International Business (PHI)	
9	Thakur, M., Burton & Gene, E- International Management (Tata McGraw Hill).	
10	Hodgetts, R. and Luthens, F- International Management (McGraw Hill Inc 2003).	
11	Deresky-International Management: Managing across borders and culture (Pearson Education).	
12	Czinkota, M. R., & Ronkainen, I. A. (2013). <i>International marketing</i> . Cengage Learning.	

- Apply the key terms, definitions, and concepts used in marketing with an international perspective.
- Evaluate different cultural, political, and legal environments influencing international trade.
- Explain the impact of global and regional influences on products and services for consumers and businesses.
- Acquire the basic understanding of export import documentation

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Programme		Master of Business Administration			Branch/Spec.		Marketing		
Semester		III			Version		1.0.0.1		
Effective from Academic Year			2021-22		Effective for the batch Admitted in				June 2020
Subject code		2IIIA06SDM	Subject Name		SALES AND DISTRIBUTION MANAGEMENT				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective: To provide an understanding of the concepts, techniques needed for effective decision making in the area of Sales & Distribution									
Learning Outcome:									
<ul style="list-style-type: none"> To acquaint the students with the various concepts, tools and techniques of sales and distribution management in Indian context In order to understand the importance of sales & distribution management functions as an integral part of marketing function in a business The course also depicts the students about the current practices in the sales field. Understanding various aspects such as sales management, logistics & distribution management 									
Theory syllabus									
Unit	Content								Hrs
1	Personal Selling & Marketing Strategy: Sales Management in 21 st century, Environmental factors impact success in selling, Personal Selling and Salesmanship, Setting Personal Selling Objectives and Formulating Personal Selling Strategies, Personal Selling in the Relationship Era, Organizing the Sales Effort: The Effective Sales Executive. The Sales Organization, Sales Department Relationship. Distributive Network Relationship.								15
2	Sales Force Management: Personnel Management in Selling Field. Recruiting and Selecting Sales Personnel. Planning Executing and Evaluating Sales Training Programme. Motivating and Compensating Sales Personnel. Managing Expenses of Sales Personnel. Sales Meeting and Contests. Controlling Sales Personnel - Evaluating and Supervising. Controlling the Sales Efforts: Sales forecasting, The Sales Budgets. Quotas. Sales Territories. Sales Control and Cost Analysis.								15
3	Marketing Channel - Context: Marketing Channel - Structure and Function, Analytical Framework for Channel Design and Implementation. Channel Design: Demand. Supply and Competition: Segmentation for Marketing Channel Design: Service Outputs. Supply-Side Channel Analysis: Channel Flows and Efficiency Analysis, Channel Structure and Membership Issues. Gap Analysis. Vertical Integration: Owning the Channel.								15
4	Channel Implementation and Performance Measurement: Channel Power, Conflict Management, Implementing Channel Decisions, Legal Issues in Distribution Management. Channel Institutions: Retailing, Wholesaling, Logistics and Supply Management, Franchising, Non-Store Retailing and Electronic Channels. Contemporary issues in sales and distribution management. EDI and supply chain, Internet as a medium for order processing and Information. Recent trends in Sales Management: Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers								15

Practical content	
Text Books	
1	Coughlan A.T., Anderson E., Stern L.W and Ansary A.E., Marketing Channels, Pearson Education.
Reference Books	
1	Still, R. R. & Cundiff, E. W., Govoni, N. A. P., Sales Management, Prentice Hall of India.
2	Coughlan A.T., Anderson E., Stern L.W and Ansary A.E., Marketing Channels, Pearson Education.
3	Donaldson B- Sales Management: Theory and Practice (Palgrave, 1998)
4	Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas, 3 rd edition)
5	Spiro- Sales Management (Tata McGraw-Hill)
6	Davar R S- Salesmanship and Publicity (Vikas, 16 th edition)
7	Rama Mohana Raok Services Marketing (Pearson Education)
8	Johnston Mark W & Marshall Greg W- Sales Force Management (Tata McGraw Hill)

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Programme		Master of Business Administration				Branch/Spec.		Marketing/ International Business	
Semester		III				Version		1.0.0.1	
Effective from <i>Academic Year</i>			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IIIA07CBE		Subject Name		CONSUMER BEHAVIOUR IN THE DIGITAL AGE			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives									
The basic objective of this course <i>is</i> developing an understanding about the consumer decision-making process and its application in marketing function of firms, in offline and online environment.									
Learning Outcome:									
<ul style="list-style-type: none"> • Students are able to understand concepts, theories and models of consumer decision-making process. • Demonstrate the knowledge of critical factors that influence consumers as individuals and decision makers in changing marketplace to develop better marketing programs/strategies for offline and online environment. • Addressing the importance of external influences in consumer decision-making (consumer insights) to tap global marketing opportunities. • to acquire an understanding of application of consumer behaviour in adoption of new information/technology/trend etc. 									
Theory syllabus									
Unit	Content								Hrs
1	Nature and scope of consumer behavior, the application of consumer behavior principles to strategic marketing, Digital natives and Consumer behaviour, Digital natives' characteristics, Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model, Information processing & digital natives.								15
2	Individual determinants of behavior: Personality, Perception, Perception of digital natives, Effect of digital advertising on perception, Attitudes (Structural models of attitudes: Tri-component attitude model, multi attribute model, the measurement of attitudes-scaling techniques and projective techniques), learning, Learning of Digital natives, Motivation, online consumer motivation, Digital, Social Media & Mobile: integration of media, influence and digital natives.								15
3	Group influence (the influence of Culture & subculture, Regional culture, Characteristics of Culture, The measurement of culture, Consumer Culture Theory, Cross-culture), Social Class: The measurement of social class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class (AIO								15

	& VALS), Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis, WOM & eWOM: Sources & communication.	
4	Opinion Leadership Process: Measurement of opinion leadership, Brand communities & Online communities, Consumer Research, Diffusion of Innovations: The diffusion process, the adoption process, A profile of the consumer innovator. Luxury and Consumer behaviour: Digital natives & luxury brands, Consumer Behavior Applications for Profit and Not - For - Profit organization, Marketing 4.0 & B2B consumption behaviour.	15
Practical content		
Text Books		
1	Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.	
Reference Books		
1	Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.	
2	Varsha Jain, Jagdish Sheth & Don E. Schultz: Consumer behaviour- A digital native, Pearson IN.	
3	Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.	
4	Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).	
5	Srivastava, Khandoi, Consumer Behaviour, Galgotia publications.	
6	M.S.Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.	
7	Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill,	
8	Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.	
9	Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson	
10	Nair – Consumer Behaviour and Marketing Research , Himalaya.	
11	H.Assael, Consumer Behavior, Biztantra.	
12	Jain & Bhatt, Consumer Behaviour, S. Chand.	
13	Alok,Sinha & Sharma, Customer Relationship Management, Biztantra.	
14	Rob Stokes, eMarketing: The essential guide to marketing in a digital world, Quirk eMarketing (Pty) Ltd.	

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Semester	III				Version	1.0.0.1			
Effective from <i>Academic Year</i>			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IIIA08IMC		Subject Name		INTEGRATED MARKETING COMMUNICATIONS				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective									
To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and promotional programme.									
Learning Outcome:									
<ul style="list-style-type: none"> ● Students are able to demonstrate their understanding of how the communication component plays a vital role in the conceptualization, development of an IMC plan using all media mix. ● Demonstrate the knowledge of development of media driven IMC plan which is effective, budget inclusive and ethical. ● Acquire an understanding of media evaluation for selection such as print, broadcast, intent, interactive, support media as IMC mix. ● Addressing the ability to describe and evaluate marketing campaign critically. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to IMC, IMC programme situation analysis, Objectives for IMC programme. Definition, objectives, functions and classification of advertising. Situation analysis & IMC planning process. Advertising Agency: Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency. Integrating traditional and digital marketing.								15
2	Communication Process: advertising versus other forms of mass communication, Planning the communication program, Communication mix. Building of IMC program: Creative Strategy-copy, message, advertising appeals, AIDA concept creation. Production in advertising: TV commercials, radio jingles, print ads. Customer experience: Creative content: Web & social media, apps, blogs.								15
3	General and special characteristics of broadcast print and support media: Media planning, selection and evaluation. Online-Advertising & internet: digital & social media, other interactive media, media planning in digital age, Direct marketing (data-driven communication), Personal selling, Public relations, Co-marketing, Sponsorship, Advertising Budget: Approach and procedures for determining the size of the budget character of items to be charged to advertising, Administration and control of budget.								15

4	Measuring advertising effectiveness: The rationale of testing- pretesting, concurrent testing & post testing, opinion recognition and recall, inquiries and sales measures, measurement of print media, Marketing productivity Matrix: PAR & BAR, Measurement & ROI: digital advertising. Regulation of Advertising - Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, B2B-advertising. Communication in Global markets: high vs low context & Hofstede dimensions, Cultural sensitivity, Integration of Marketing 4.0	15
Practical content		
Text Books		
1	Belch & Belch - Advertising and Promotions: An integrated marketing communication perspective, TMH.	
Reference Books		
1	Kazmi & Batra, - Advertising and Sales Promotion, Excel Books	
2	Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI	
3	Clow & Baack, Integrated advertising, Promotion, Marketing communication and IMC plan,	
4	Wells, Burnett, Moriarty, Advertising: Principles and practice , Pearson	
5	Parag Diwan, Advertising Management, Deep & Deep Publications.	
6	Manendra Mohan, Advertising Management, New Delhi, TMH, 1995.	
7	Chunawalla, Sethia, - Advertising: Theory and Practice, Himalya Publication House.	
8	Russel and Lane, Klepner's Advertising Procedure, New Delhi : Prentice Hall of India.	
9	Belch & Belch - Advertising and Promotions: An integrated marketing communication perspective, TMH.	
10	Jethawaney & Jain, Advertising Management, Oxford University Press.	
11	Wells, Advertising : Principles and Practice, Pearson / PHI	
12	Jefkins, Advertising, Pearson.	
13	Sharma & Singh – Advertising: Planning and Implementation, PHI.	
14	Kotler, F., Kartajaya H., Setiawan I. (2017). Marketing 4.0. New Jersey: John Wiley & Sons, Inc.	

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Marketing	
Semester		III				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA11MME		Subject Name		MARKETING METRICS			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective									
This course aims to enable students to apply marketing metrics for the development of ROMI models to improve profitability of different elements of marketing mix.									
Learning Outcome:									
<ul style="list-style-type: none"> • Students are able to understand core concepts of marketing models, • Demonstrate the knowledge of formulating ROMI for computing customer profitability and customer lifetime value, • Students will learn how to use web analytics for online advertising used for promotion of company, • Enable students to critically analyse and measure the marketing process and performance 									
Theory syllabus									
Unit	Content								Hrs
1	Marketing Metrics: Introduction, Decision makers perspective, Principles and frameworks- BCG, Ansoff, Diffusion of Innovation, 7Ps. Marketing KPIS: Result oriented metrics- Market share (Share of minds, hearts and markets), Brand equity, Profitability (margins and profits)								15
2	ROMI: Marketing mix models, product and portfolio management, resource allocation, marketing mix optimisation, spend optimization. Customer profitability. Customer lifetime value (CLV): concept, and model, Channel management								15
3	Marketing dashboard and Promotion, Emerging media: Online advertising (vs offline advertising), Social media. Technology impact and media: (web) analytics and attribution. Data availability and requirements: company perspective.								15
4	Marketing measurement process: measurement model. Performance of marketing process: measuring effectiveness, measuring managers' adoption. Best practices.								15
Practical content									
Text Books									
1	Marketing Metrics- The definitive guide to measuring marketing performance by Paul W. Farris, Neil Bendle, Phillip E. Pfeifer, David Reibstein, Pearson Education.								
Reference Books									
1	Marketing Models by Gary Lilien, Phillip Kotler and K. Moorthy, PHI.								
2	MKTG: Principles of Marketing- A south Asian Perspective by Charles W. Lamb, Joe F. Hair, Dheeraj Sharma, Carl McDaniel, Cengage								
3	A Framework for Marketing Management by Philip Kotler and Kevin L. Keller, Pearson.								

4	Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python by Thomas W. Miller, Pearson.
5	Harvard Business Review magazine

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	Marketing/Finance/Human Resources Management/International Business			
Semester	III				Version	1.0.0.0			
Effective from Academic Year		2021-22			Effective for the batch Admitted in			June 2020	
Subject code	IIIA12DSM		Subject Name		DIGITAL AND SOCIAL MEDIA MARKETING				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives									
This course aims to enable students to apply their existing marketing knowledge with an acumen to evaluate and apply the power of diverse digital and social media handles for successful marketing.									
Learning Outcomes:									
<ul style="list-style-type: none"> • Students are able to understand core concepts of digital and social media marketing, • Demonstrate the knowledge of formulating internet-based marketing strategy and selecting various digital and social media platforms for MARCOM, • Students will learn how to use digital and social media marketing handles practically for creating ad campaign and promotion, • Enable students to critically analyse and measure the digital and social media marketing strategies. 									
Theory syllabus									
Unit	Content								Hrs
1	E-commerce and Internet, Digital evolution, Understanding Digital and social media concepts. Identifying business needs, Digital and Social media marketing strategy, Digital marketing mix: Online product, website design strategy, User-generated content (type of social media): return on conversation, Connected customers and engagement strategy.								15
2	Campaign planning and project management: campaign setting, bid strategy, scheduling, Digital marketing models, Digital marketing plan, Developing effective digital presence, Pay per click process, Four-stage PPC process, Search engine marketing: optimisation & advertising, Display marketing: Digital display ads & YouTube marketing, E-mail marketing.								15
3	Social Media Marketing: Channels, selection strategy and optimisation, Facebook marketing, LinkedIn marketing, Twitter marketing (Microblogging), Instagram marketing, Influencer marketing, Mobile marketing: mobile advertising and analytics, Omnichannel marketing optimisation, Content marketing, Paid Advertising: Search, social, and affiliate, Measuring brand awareness, campaign evaluation.								15
4	Digital and social media marketing metrics: SEO, SEM, on-off page optimisation, Web analytics: Google Analytics, Google AdWords, Tracking, Trends in online marketing: Audio podcast marketing, Marketing 4.0: Internet of Things, wearables and augmented reality Hands-on practice: Creating an effective Facebook page, Getting relevant followers on Twitter, engagement, Performance of SEO Audit, Optimization of LinkedIn Profile, Creating Google Adwords and Starting the Campaign, Setting Up Google Analytics Account.								15

Practical content	
Text Books	
1	Digital Marketing, Seema Gupta, Tata McGraw Hill.
Reference Books	
1	Online Marketing- a customer -led approach, Richard Gay, Alan Charlesworth and Rita Esen, Oxford.
2	Digital Marketing For Dummies, Ryan Deiss & Russ Henneberry, John Wiley & Sons.
3	Social Media Marketing, Liana “Li” Evans, Pearson.
4	The Art of Digital Marketing, Ian Dodson, Wiley
5	Social Media Marketing: A Strategic Approach 2nd Edition, Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts, Cengage.
6	E-marketing, Judy Strauss, Adel El-Ansary, Raymond Frost, Pearson Education, India.
7	Digital Marketing, Vandana Ahuja, Oxford
8	Internet Marketing, Mary Lou, Roberts, Cengage India.
9	Mobile Marketing- Achieving Competitive Advantage through Wireless Technology, Alex Michael and Ben Salter, Elsevier.
10	Epic Content Marketing, Joe Pulizzi, McGraw Hill Education.
11	Marketing 4.0: – Moving from Traditional to Digital, Philip Kotler, Wiley.
12	Web Marketing for Dummies, Jan Zimmerman, Wiley India Edition.

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Finance	
Semester		III				Version		1.0.0.2	
Effective from <i>Academic Year</i>			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IIIA05CTP		Subject Name		CORPORATE TAX PLANNING			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives									
To make the students aware of company taxation and basic taxation procedure and the contemporary issues in Indian taxation									
Learning Outcome:									
On successful completion of this module, students will be able to:									
<ul style="list-style-type: none"> • To be able to manage taxation of a company • students will be able to understand basic taxation procedure • Students will be aware of the contemporary issues in Indian taxation • 4) Be familiar with different strategies to minimize the tax liability 									
Theory syllabus									
Unit	Content								Hrs
1	Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.								15
2	Taxation of Companies: Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies, carry forward and set off of losses in the cases of certain companies (Sec. 79)								15
3	Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.								15
4	Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements. <ul style="list-style-type: none"> • Goods & Services Tax: - Introduction - Basic Concepts and Definitions - SGST, CGST and IGST - Taxability and Exemptions for goods services under GST - Input Tax Credit - Overview of Reverse Charge Mechanism - Overview of Procedural Aspects 								15
Practical content									

Text Books	
1	Corporate Tax Planning & Business Tax Procedures; Dr. Vinod K. Singhania & Monica Singhania; Taxmann Publication
Reference Books	
1	Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2	Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
3	Kanga, J. B. and Palkhivala, N. A., Income Tax, Bombay, N. M. Tripathi.
4	Singhania, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5	Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

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GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.		Finance		
Semester		III				Version		1.0.0.1		
Effective from <i>Academic Year</i>				2021-22		Effective for the batch Admitted in			June 2020	
Subject code		2IIIA06IFS		Subject Name		INDIAN FINANCIAL SYSTEMS				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites: The students should possess basic understanding of financial terms and aware about financial market										
Objectives: The objective of this course is to understand the intricacies of the macro aspects of Indian Financial Systems and relating it with corporate decision-making										
Learning Outcomes:										
<ul style="list-style-type: none"> Understand the overview of financial system and financial markets in India Understand the classification of various financial institutions Understand the various financial instruments Understand the interaction of systems and markets altogether 										
Theory syllabus										
Unit	Content								Hrs	
1	Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Interlinking Financial Market-Indian and Global Financial Markets. Interest Rate Structure: Meaning, types, differences, Differential Interest Rate, Causes of Variation of Interest Rate, Relationship between Interest Rate and Economic Progress, Administered and Market determined Interest Rate, Recent Changes in Interest Structure in India								15	
2	Financial Institutions: Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Commercial Banks, Development Banks, Non-Banking Financial Institutions, Insurance Companies, Stock Exchanges, Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions								15	
3	Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures								15	
4	Indian Financial Sector Reforms: A Corporate Perspective Impact on Financial Sector Guidelines and Reforms on Companies, Stock Exchanges, etc Current Developments in the Indian Financial System Current developments in the Indian Financial system/Financial Sector developments and Latest Financial Instruments, Financial sector in 21 st Century: New-age financial services, FinTech Industry, Data Analytics and Financial Markets								15	

	Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism.	
Practical content		
Text Books		
1	Bharati Pathak (2nd ed., 2008), The Indian Financial System: Markets, Institutions and Services, Pearson Education	
Reference Books		
1	Gurusamy, Financial Markets and Institutions, Thomson	
2	Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House	
3	Srivastava, Management of Indian Financial Institutions, Himalaya Publishing	
4	LM Bhole, Financial Institutions and Markets, TMH	
5	Meir Kohn, Financial Institutions and Markets, Oxford	
6	Saunders, Anthony, Cornett, Marcia Millon (5th ed., 2005). Financial Institutions Management Tata McGraw Hill	
7	Bhalla, L.K. (4th ed., 2004). Financial Institutes & Markets. Tata McGraw Hill.	
8	Khan M.Y.-Indian Financial System	

Evaluation scheme:

Component:

1. University Exam:
2. Mid Semester Exam:
3. Continuous internal evaluation:
 - i. Quiz
 - ii. Assignment & Viva

Weightage:

- 40% (As per Exam Scheme 60:40)
 As per Exam Scheme (30%)
 As per Exam Scheme (30%)
 15%
 15%

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Finance	
Semester		III				Version		1.0.0.2	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IIIA07SAP		Subject Name		SECURITY ANALYSIS & PORTFOLIO MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective: To help students improve decision-making skills in management of financial assets through a better understanding of modern theories on portfolio management and functioning of capital market.									
Learning Outcome:									
<ul style="list-style-type: none"> Students are able to demonstrate their understanding of how the Capital Markets plays a vital role in the conceptualization, development of a financial plan using all asset mix. Demonstrate the knowledge of development of investment portfolio through modern portfolio theories, which is effective, budget inclusive and ethical. Addressing the ability to take investment decisions through proper evaluation of all available investment alternatives critically. Managing the investment and understanding the financial markets and performance 									
Theory syllabus									
Unit	Content								Hrs
1	Investment: Meaning, Nature and Scope, Decision Process, Environment, Valuation of Securities, Notion of Dominance Techniques of Risk Measurement and their Application: Investment Risks– Interest Risk, Market Risk, Inflation Risk, Default Risk, Variance, Concept of Beta, Measurement of Systematic and Unsystematic Risk, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market line, Capital Market Line								15
2	Equity Analysis: Fundamental Analysis - Economy, Industry and Company Analysis; Technical Analysis- Efficient Market Hypothesis, Dow Jones Theory, Technical Indicators - Price Indicators, Volume Indicators, Price-Volume Indicators, Technical patterns Debt Analysis: Bond Market & Valuation, Bond Management Strategies, Active Vs Passive Management								15
3	Asset Pricing Models: Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory - 3- Factor Model, 4-Factor Model, 5- Factor Model and 6- Factor Model Portfolio Analysis: Utility Theory of Investment, Risk Penalty, Markowitz Model of risk and returns								15
4	Portfolio Selection and Portfolio Theories – Coefficient of Variation, Markowitz Model of Portfolio Construction, Sharp’s Portfolio Construction, Downside Risk, Value at Risk (VaR) Performance Evaluation of Managed Portfolios: Sharp Ratio, Sortino Ratio, Treynor Ratio, Jensen’s Alpha Portfolio Revision and Portfolio Reconstruction: Addition/Removing securities from portfolio								15

Practical content	
Text Books	
1	Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall, 6 th edition
Reference Books	
1	Bhalla, V.K.-Investment Management; Security Analysis and Portfolio Management, S. Chand & Co. Ltd.
2	Chandra Prasanna-Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
3	Fischer and Jordan- Security Analysis and Portfolio Management (Prentice-Hall, 6th edition) 1996.
4	Ranganatham- Investment Analysis and Portfolio Management (Pearson Education).
5	Pandian P- Security Analysis and Portfolio Management (Vikas Publication).
6	Parikh A - Exploring Efficient Market Hypothesis and Excess Returns: An Empirical Study across Different Segments of Indian Equity Market (Archers and Elevators Publishing House)

GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spe c.		Finance		
Semester		III				Version		1.0.0.0		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		IIIA08DRM		Subject Name		DERIVATIVES AND RISK MANAGEMENT				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objectives										
The objective of this course is to enable the students to acquaint with the concept, use of forwards, futures, swaps, options, and related financial derivatives for hedging, arbitrage, and speculation in the global environment. The course focuses on understanding how firms manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives.										
Learning Outcome:										
On successful completion of this module, students will be able to:										
<ul style="list-style-type: none"> • Demonstrate knowledge of the range of financial and financial related risks facing organizations. • Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation) • Demonstrate an understanding of pricing forwards, futures and options contracts. • Explain the application of financial derivative instruments for hedging, trading and arbitrage purposes 										
Theory syllabus										
Unit	Content								Hrs	
1	Introduction to risk management: · Defining and managing risk · Upside and downside risks · Commodity price risk · Interest rate risk · Approaches to risk management, nature of derivatives trading, setting of Risk-vision, reasons for managing derivatives risk and types of risk in derivative trading. Futures and options trading system, Basis of trading, market participants hedger, speculators, and arbitrage)								20	
2	Introduction; Background and Terminology; Derivatives Mishaps; Risk Management Policies; Mechanics of Futures Markets. Hedging Strategies.								10	
3	Interest Rates. Valuation of Forwards and Futures; Interest Rate Futures; Interest Rate SWAPs.								10	
4	Mechanics of Options; Trading Strategies with Options; Properties of Stock Options; Option Valuation- Binomial Model; Option Valuation- Black/Scholes. Option Sensitivities & Delta Hedging Value at Risk. Exotic Derivatives. Real Options.								20	
Practical content										
Text Books										
1										
Reference Books										
1	John Hull, Fundamentals of Futures and Options Markets, 6th edition, 2008.									

2	W.D. Purcell and S.R. Koontz. Agricultural Futures and Options: Principles and Strategies, 2nd edition, Prentice Hall, Upper Saddle River, New Jersey.
3	C.A. Carter, Futures and Options Markets: An Introduction, Prentice Hall, Upper Saddle River, New Jersey.
4	Chicago Board of Trade, Commodity Training Manual, Chicago Board of Trade, Chicago, Illinois.
5	J.C. Hull, Fundamentals of Futures and Options Markets, 4 edition, Prentice Hall, New Jersey.
6	R.W. Kolb, Understanding Futures Markets, 5 edition, Blackwell Publishers.

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GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spe c.		Finance		
Semester		III				Version		1.0.0.0		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		IIIA11MFS		Subject Name		Management of Financial Services				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objectives										
In this changing financial scenario, students of management need to learn about different financial services.										
Learning Outcomes:										
<ul style="list-style-type: none"> • Explain the functions and operations of different financial services. • Assess the management issues of financial services • Discuss the current and emerging trends in the financial service sector. • observe and interpret financial markets to uncover potential opportunities; 										
Theory syllabus										
Unit	Content								Hrs	
1	Overview of Financial Services • Introduction to the Indian Financial System • Nature and Role of Financial Services • Financial Intermediation								15	
2	Financial Institutions and their Regulatory Frameworks • Banking Companies & NBFCs • Insurance • Mutual Funds, Leasing and Hire purchase Venture capital financing, Factoring and Forfeiting and Bill discounting								15	
3	Asset-based Corporate Financial Services • Leasing & Hire Purchase • Factoring • Securitization Fee-based Corporate Financial Services • Credit Rating • Investment Banking								15	
4	Emerging Trends in Financial Services • Introduction to Fintech • Designing of new products								15	
Practical content										
Text Books										
1	Khan, M. Y., Financial Services. New Delhi: McGraw Hill Education (India) Private Limited.									
Reference Books										
1	Pathak, B., Indian Financial System. Noida: Pearson Publication									
2	Rama Gopal, C., Management of Financial Services. New Delhi: Vikas Publication									
3	Sasidharan, K., and Mathews, A. K, Financial Services and System. New Delhi: Tata McGraw-Hill Education Pvt. Ltd.									

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Finance	
Semester		III				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA12FMO		Subject Name		FINANCIAL MODELLING			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites: The students should possess basic understanding of Financial Statements; Financial Management and Ratio Analysis; Valuation Methods,Excel, Written Communication, Analytical Ability									
Objectives: To let students acquaint building quantitative models for financial decision making									
Learning Outcomes:									
<ul style="list-style-type: none"> Apply built-in finance functions and other functions as well as write required formulas for financial analysis Make use of advanced applications like Simulation, Solver, etc. in the analysis Develop trend-lines, and define and run keystroke macros Develop financial models for different applications. 									
Theory syllabus									
Unit	Content								Hrs
1	Using Built-in Financial Functions in spreadsheets: Functions related to Time value and valuation: NPV, XNPV, IRR, XIRR, MIRR, PV, FV, PMT, RATE, NPER, CUMPRINC, CUMIPMT Functions. • Advanced Spreadsheet Features: IF, DATE, LOOKUP, Circular Reference Problem, Advanced Applications in Financial Modelling: Solver Applications, Monte Carlo Simulations, Trend-lines Building, Introduction to Key-stroke Macros, Goal-seek,Scenarios, Data validation, Data manipulation								15
2	Financial Modelling, Preparing Projected Financial Statements, Conducting Project Appraisal and Sensitivity Analysis, Modelling Option Pricing, Option Greeks, Implied Volatility								15
3	Forecasting operating revenues, expenses and operating profit, property, working capital Model debt & interest expense, equity & dividends, Valuation using DCF, Leveraged Buyout Model (LBO), M&A model, Comparable Company Analysis, Credit Rating Model Time-series analysis: Introduction and techniques								15
4	Introduction to various statistical packages: SPSS, R, Python, Econometrics								15
Practical content									
Text Books									
1	Michael Rees- Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA (Wiley)								
Reference Books									
1	Sengupta, C. - Financial analysis and modeling using Excel and VBA (John Wiley & Sons)								
2	Rees, M. - Financial Modelling in Practice: A concise guide for intermediate and advanced level (John Wiley & Sons)								
3	George-IBM SPSS Statistics 23 Step by Step, A Simple Guide and Reference (Taylor & Francis)								
4	Kiran Pandya, Smruti Bulsari, Sanjay Sinha -SPSS in Simple Steps (DreamTech Press)								
5	Hadley Wickham, R for Data Science: Import, Tidy, Transform, Visualize, and Model Data (O' Reilly)								
6	Andrie de Vries, Joris Meys, R For Dummies								

7	Martin C. Brown, Python: The Complete Reference (TMH)
8	John Shovic, Alan Simpson-Python All - in - One For Dummies (Wiley)
9	Paul Pignataro-Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity- John Wiley & Son
10	Winston, W. - Microsoft Excel data analysis and business modeling (Microsoft press)

Evaluation scheme:

Component:

1. University Exam:
2. Mid Semester Exam:
3. Continuous internal evaluation:
 - i. Quiz
 - ii. Assignment & Viva

Weightage:

- 40% (As per Exam Scheme 60:40)
- As per Exam Scheme (30%)
- As per Exam Scheme (30%)
- 15%
- 15%

Note:

Version 1.0.0.0 (First Digit= New syllabus/Revision in Full Syllabus, Second Digit=Revision in Teaching Scheme, Third Digit=Revision in Exam Scheme, Forth Digit= Content Revision)

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

Programme	Master of Business Administration				Branch/Spec.	Human Resources Management			
Semester	III				Version	1.0.0.1			
Effective from <i>Academic Year</i>			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IIIA05ODC		Subject Name		ORGANISATIONAL DEVELOPMENT AND CHANGE				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives									
The Objective of the course make student understand different concept and techniques for organisation development and change programs									
Learning Outcomes:									
<ul style="list-style-type: none"> Student will understand various models and techniques in Organisational development and change programs. Student will able to understand the systematic process of implement OD program in different organisation settings. Student will understand and implement different intervention techniques at various organisation settings. 4. Student will understand Challenges and global issues in context of organisational development and change. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to Organisational Development: Foundations of Organisational Development, History of OD , Values and assumptions of OD Managing the Organisational Development Process, Organizational culture and change, Planned change , Models of change , Action Research and OD								15
2	Organisational Development Interventions and its applications: Overview of OD Interventions, Training Experience , Team Interventions, Third-Party Peacemaking Interventions, Inter Group Interventions, Comprehensive Interventions, Structural Interventions .								15
3	Designing Organisational Structures: Functional, Divisional (Product, Geographic, Market), Nature and Network Structure, the Learning organization, Virtual/ Boundary Less organization.								15
4	Key Issues in Organisational Development: Issues in Consultant-Client Relationships, Ethical Issues in Organisational Development, Power, Politics and Organisation Development , Future of Organisational Development.								15
Practical content									
Text Books									
1	French, W., Cecil, H. Bell & Jr. (2004), Organizational Development, PHI.								
Reference Books									

1	French, W., Cecil, H. Bell & Jr. (2004), Organizational Development, PHI.
2	Jones, G. R. (2nd edition, 2004), Organizational Theory, Addison-Wesley Publishing Company.
3	Burnes B. (1996), Managing Change: A Strategic Approach to Organizational Dynamics, London, Pitman.
4	Cummings, T. G. & Warley, C. G. (7th edition, 2001), Organizational Development & Change, Cincinnati, Ohio: South-western.
5	Eason, K. D., Information technology and organisational change. CRC Press.
6	Brown, D.R., An Experiential Approach to Organizational Development. Pearson India Education Services Pvt Ltd

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Human Resources Management	
Semester		III				Version		1.0.0.1	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IIIA06TDE		Subject Name		TRAINING AND DEVELOPMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Objectives:									
The Objective of the course is to acquaint students about the various processes, method and design of training and development activity for the Strategic implementation in the organization.									
Learning Outcome:									
<ul style="list-style-type: none"> • Focuses on understanding of training and development and its effects on organization to increase the effectiveness and efficiency of its employees in order to increase the quality output of organization. • Focuses on creating learning designs and delivery approaches to meet employee development needs and business priorities. • Students are exposed to new learning technologies and authoring tools and the broader issues of employee development, including career and succession planning. • Student will understand the recent trends, issues and critical importance of training and development from strategic point of view. 									
Theory syllabus									
Unit	Content								Hrs
1	Training and Development Conceptual Framework: Importance, objectives of Training, Learning environment, learning principles. It's relevance to Improving training design. Cross cultural training in Global perspective. Strategic Planning, Training and OD: Strategic Planning Process, HRD's Role in Supporting Strategy; OD, Strategy and Training. Learning, Motivation and Performance: Understanding Motivation and Performance, Self-efficacy and Motivation.								15
2	Training Need Analysis: Definition and purposes of training needs Assessment, level & Components of needs assessment, its Advantages, Task – performance – competency analysis.								15
3	Training Design & Delivery and Methods: Designing Training Programmes, types of training and methods –Implementing training programmes both on-the –job and Off-the-job. Game and Simulations Executive Development, Transfer of training.								15
4	Evaluation of Training: Evaluating effectiveness of training and development, Evaluation Criteria, Evaluation design, Problems and pitfalls in training and development, Training practices in organizations. Sources of Knowledge/Skill Acquisition, The Special Needs of the Technical Manager, Training for Executive-Level Management. Key Areas of Organisational Training: Diversity Training, Sexual Harassment Training, Cross-Cultural Training & other training program and issues.								15
Practical content									
Text Books									
1	Blanchard & Thacker – Effective Training: Systems, Strategies and Practice, PHI								

Reference Books	
1	Lynton and Pareekh . Training for Development 2 nd Edn.- Vistar Publications.
2	R.K.Sahu, Training for Devolpment, Excel Books.
3	B.Janakiram, Training & Development, Biztantra.
4	Dolan, L. Simon and Schuler S. Randal – Human Resource Mgt. Melson Canada .
5	Gomez Mejia – Managing Human Resources – Pearson
6	Khanka S.S. – Human Resource Mgt ., S. Chand & Comp.
7	Cascio-Managing Human Resources TMH
8	Decenzo and Robbins, Human Resource Mgt. John Wiley & Sons.
9	Bernadin, John – Human Resource Mgt – TMH
10	Pareek – Training for HRD and OD
11	Buckly R & Caple Jin – The theory and Practice of Trg., London, Kogen page.
12	Wills, Mike-Managing the Training Process, McGraw Hill, London.
13	Blanchard & Thacker – Effective Training: Systems, Strategies and Practice, PHI

Note:

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Human Resources Management		
Semester		III			Version		1.0.0.1		
Effective from <i>Academic Year</i>			2021-22		Effective for the batch Admitted in			June 2020	
Subject code		2IIIA07CMA		Subject Name		COMPENSATION MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives									
The Objective of the course make student understand different conceptual framework and techniques for compensation and its management									
Learning Outcomes:									
<ul style="list-style-type: none"> • Student will understand various models and techniques in Compensation Management • Student will able to understand the systematic process of Job Design and Evaluation • Student will understand different type of compensation practices in global context • Student will understand the regulatory practices in compensation management. 									
Theory syllabus									
Unit	Content								Hrs
1	Labour Market and Compensation Management: Labour Market: Structure, Characteristics & Recent Trends, Conceptual Framework of Compensation Management, Theories of wages and motivation , Methods of payment								15
2	WAGE DETERMINATION: Compensation Policy at Micro Level , Internal and External Parity , Job Design and Evaluation: Concept, Scope, Methods and techniques , Performance based pay systems, Knowledge based pay system & Market based pay system, Pay Structure , Broad banding.								15
3	WAGE ADMINISTRATION IN INDIA : Wage Policy in India, Methods of wage determination in India, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The Pay Commission and its importance, Methods of payment. Legal Framework in Compensation (Minimum wages Act, Payment of Wages Act & Payment of Bonus Act & Payment of Gratuity act , Wage Bill Code).								15
4	EMPLOYEE BENEFITS AND INCENTIVES: Payment by Result , Performance Linked Compensation , Executive Compensation , Benefits and Services , Tax Planning and International Compensation								15
Practical content									
Text Books									
1	B D Singh, Compensation and Reward Management, Excel Publications.								
2	Dipak Kumar Bhattacharyya, Compensation Management, Oxford Publications.								
Reference Books									
1	Milkvich & Newman : Compensation - TMH								

2	Sinha P.R.N. – Wage Determination in India
3	Henderson – Compensation Management in knowledge based world, Pearson.
4	Martocchio – Strategy Compensation , Pearson.
5	Pramod Verma –Labour Economics and Industrial Relations
6	Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami
7	Micton , Rock . Hand Book of Wage & Salary Administration, Helen.
8	K.N. Subramarniam , Wages in India
9	Sharma A.M. – Understanding Wage System – Himalaya
10	Henderson- Compensation Management in a Knowledge Based world- Pearson

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Human Resources Management		
Semester		III			Version		2.0.0.0		
Effective from Academic Year			2021-22		Effective for the batch Admitted in				June 2020
Subject code		2IIIA08PMS		Subject Name		PERFORMANCE MANAGEMENT SYSTEM			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Student must have pre-requisites of human resource management									
Objective Make the students understand the concept of Performance Management System, its need, application and process									
Learning Outcome:									
<ul style="list-style-type: none"> Examines strategic approaches for determining staffing requirements. Focuses on the overall staffing process including identifying innovative recruitment sources, candidate evaluation/selection methods, legal framework, interviewing techniques and strategies for attracting the best candidates. Reviews contemporary performance management processes, and coaching. The influence of business strategy and organizational culture on the staffing and performance management processes is emphasized. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to Performance Management: Definition, aim, characteristics, guiding principles, performance appraisal and performance management, process of performance management								15
2	Managing and Reviewing Performance: The continuing process, Updating objectives and work plans, Managing continuous learning, review meeting, review issues and difficulties, review skills, Preparing for review meetings								15
3	Assessing and Improving Performance: Approach to assessment, Factors affecting assessments, Methods of assessment, Improving performance at the organizational level, Improving team performance, Improving individual performance, Managing underperformers								15
4	Performance management and reward: Performance management and non-financial rewards and pay, Performance management roles, Evaluating performance management								15
Practical content									
Text Books									
1	Chadha, P. Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd. LATEST EDITION								
Reference Books									
1	Michael, Armstrong (1999), Performance Management, Kogan Page.								
2	Dwivedi, R.S. (2000), Managing Human Resources and Personnel Management in India Enterprises, Galgotia Publishing Company.								

3	Dessler, G. (2004), Human Resource Management, Pearson Education Pte. Ltd., Singapore.
4	Mathis, R. L & Jackson, J. H. (2004), Human Resource Management. Thomson Asia Pte. Ltd., Singapore.

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	Human Resources Management			
Semester	III				Version	1.0.0.0			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	IIIA11HRA		Subject Name		HR Analytics				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	04	00	00	00	04	Theory	60	40	100
Hours	04	00	00	00	04	Practical	00	00	00
Pre-requisite:									
Objective:									
The objective of this course is to create awareness and understanding among students about the tools and trends of advance HR Process and Practices									
Learning Outcomes:									
On successful completion of the course, the students will be able to:									
<ul style="list-style-type: none"> The Focus of the course is to understand the concepts, tools and techniques of HR Analytics in the Business World. In this course the student will understand the Concepts of predictive analytics and HCM: 21. In this course the student will be able to analyse the predictive management model and its process. In this course the practical learning about understanding HR analytical fundamental on through analytical tools 									
Theory Syllabus									
Unit	Content								Hrs
1	Understanding HR analytics What Is Analytics?—Introducing HCM:21, The Value of Insight—The Plan, Toward Analytics and Prediction, Why Analytics Is Important								10
2	How to Improve HR Processes: Human Resources Planning, capability planning, Team Working, Impacting Productivity, Diversity analytics, employee engagement and perceptions, predicting turnover and performance								20
3	Analytics for Decision Making: Understanding Spreadsheet, Turning Data into Business Intelligence, How to Interpret the Data HR information systems and data, Analysis strategies, Selecting The Right Data, Data Cleaning, The Basics Of Data Analysis, Interpretation And Execution								25
4	Visualising HR Metrics: Hand on practicing and visualising HR metrics using Tableau								5
Text Books:									
1	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions By Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray								
2	Predictive HR Analytics: Mastering the HR Metric By Dr. Martin Edwards and Kirsten Edwards								
3	The New HR Analytics: Predicting the Economic Value of Your Company’s Human Capital Investments By Jac Fitz-Enz								
Reference Books:									

1	People Analytics for Dummies By Mike West
2	Predictive HR Analytics, Text Mining & Organizational Network Analysis with Excel By Mong Shen Ng
3	HR Analytics: Understanding Theories and Applications By Dipak Kumar Bhattacharyya
4	Human Resource Management: People, Data, and Analytics By Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M. Truxillo
5	Human Resource Management: People, Data, and Analytics by Talya Bauer, Berrin Erdogan, David Caughlin,
6	Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset By Gene Pease, Boyce Byerly, and Jac Fitz-Enz
7	Human Resource Information Systems: Basics, Applications, and Future Directions By Michael J. Kavanagh and Richard D. Johnson
8	The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance By Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig
9	Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish By Steve van Wieren
10	The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees By Erik van Vulpen.
Online Resources:	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Human Resources Management		
Semester		III			Version		1.0.0.0		
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code		IIIA12MCD		Subject Name		Managing Cultural Diversity			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	04	00	00	00	04	Theory	60	40	100
Hours	04	00	00	00	04	Practical	00	00	00
Pre-requisite:									
Objective:									
The objective of this course is to create awareness and understanding among students about the role and importance of valuing and managing diversity and to develop leadership skills required to manage a diverse workforce effectively.									
Learning Outcomes:									
On successful completion of the course, the students will be able to:									
<ul style="list-style-type: none"> • Understanding the concept of diversity and diversity related issues in a global context. • Examine the theoretical perspectives on diversity and exclusion in the workplace. • Identify issues related to cultural and gender diversity in the global workplace. • Examine sources and dimensions of diversity in India. • Appreciate the inclusive workplace model for managing diversity. • Analyze diversity management programs, strategies and policies and examine its relationship to leadership. 									
Theory Syllabus									
Unit	Content								Hrs
1	An overview of the challenge of managing diversity in a global context: Introduction and Conceptual Framework; The Challenge of Managing Diversity in a Global Context; The Inclusive Workplace Model.								15
2	Discrimination, Equality, and Fairness in Employment: Social Policies and Affirmative/Positive Action Programs; Discrimination and Equality in Employment; Theoretical Perspectives of Discrimination and Affirmative Action								15
3	Global Demographic Trends: Impact on Workforce Diversity; International Population Trends; National Trends; Socioeconomic Transitions; Worker Migration; Occupational Diversity; Implications for Diversity of Gender, Disability, And Sexual Orientation; Educational Trends and Workforce Diversity.								15
4	Theoretical Perspectives on Diversity and Exclusion in the Workplace: Overview of Social Psychological Theories of Diversity and Exclusion; Theoretical Underpinnings of the Inclusion-Exclusion Construct; Orienting Theories of Diversity and Exclusion; Explanatory Theories of Diversity and Exclusion; Research on Organizational Demography Documenting Exclusion.								15
Text Books:									
1	Barak, M.E.M., Managing Diversity: Toward a Globally Inclusive Workplace. Los Angeles: Sage Publications.								
2	Henderson, G., Cultural Diversity in the Workplace: Issues and Strategies. USA: Praeger.								
3	Syed, J. & Ozbilgin, M., Managing Diversity and Inclusion: An International Perspective. Los Angeles: Sage Publications.								
4	Understanding and Managing Diversity: Readings, Cases, and Exercises 6th Edition by Carol Harvey (Author), M. June Allard (Author)								
5	Managing Diversity: Human Resource Strategies for Transforming the Workplace. Ellen Ernst Kossek (Editor), Sharon A. Lobel (Editor)								

Reference Books:	
1	Managing Diversity: Human Resource Strategies for Transforming the Workplace Ellen Ernst Kossek (Editor), Sharon A. Lobel (Editor)
2	Ozbilgin, M, A Tatli& K. Jonsen. (2015). Global diversity management: an evidence-based approach(2nd ed.). Palgrave.
3	The diversity training Handbook. Clements, P., & Jones, J. (2008). Kogan Page.
4	The Oxford Handbook of Diversity in Organizations. Bendl, R. I., Bleijenbergh, E. Henttonen & Mills A. J. (ed) (2015). Oxford University Press.
5	Managing diversity: Human Resource Strategies for Transforming the Workplace. Kossek, E. E., & Lobel, S. A. (1997). Oxford/Blackwell Publishers.
6	Ruffino, N. C. (1999). Diversity success strategies. Butterworth.
Online Resources:	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		International Business	
Semester		III				Version		1.0.0.1	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IIIA06EIM		Subject Name		EXPORT-IMPORT MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	04	00	00	00	04	Theory	60	40	100
Hours	04	00	00	00	04	Practical	00	00	00
Pre-requisites:									
Objectives:									
<ul style="list-style-type: none"> The objective of course is to familiarize students with the basic concepts and tools in Export-Import Management to help the decision making. 									
Learning Outcome:									
On successful completion of the course, the students will be able to:									
<ul style="list-style-type: none"> Remember the basics of global trade and import and export policies Understand the export & Import process and procedure, skill sets required and assess your company's readiness to export and import. Understand different agencies involved in EXIM process and their role in the international trade Assess payment options including letter of credit and select those most appropriate for a company. Prepare a report exploring the export potential of a product, aided by facilitating measures. 									
Theory syllabus									
Unit	Content								Hrs
1	Foreign Trade: Institutional Framework and Basics & Export / Import Documentation and Steps: WTO and Trade Liberalization, Role of Government/Semi-government Agencies in Export Promotion, Steps for Successful Exporting, EXIM policy, India's Foreign trade policy, FERA FEMA act, Export-Import Documentation								20
2	Export/Import Pricing, Payment, Financing and Risk management: Method of payment, Financing Exporters and Importers, Incoterms, Pre-shipment Finance, Post-shipment Export Advance, Types of Risks, Quality and Pre-shipment Inspection								20
3	Export/Import shipment, Custom clearance & Logistics: Clearance of Import Cargo, Clearance of Export Cargo, Customs Valuation, Planning Physical Distribution, Benefits of an Efficient Logistics System, Critical Elements of a Logistics System, International Transport System								10
4	Foreign trade incentives, Facilities and Promotion: Duty drawback, Duty entitlement pass book(DEPB), EPCG, Special economic zone, Free trade and warehousing zone, Star export house, EOUs, Technology parks, Deemed export, Export promotion council, Foreign collaboration, FII investment, joint venture								10
Text Books									
<ol style="list-style-type: none"> Justin Paul and Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013 Aseem Kumar; Export-Import Management, Excel Books Publications, New Delhi 									
Reference Books:									

1. "Export Management", P.K.Khurana, Second edition, Galgotia Publishing Company, New Delhi
2. Cherian and Parab: Export Marketing, Himalaya Publishing House, New Delhi
3. Government of India: Handbook of Procedures, Import and Export Promotion, New Delhi.
4. Rathod, Rathor and Jani: International Marketing, Himalaya Publishing House, New Delhi.
5. Export – Import manual, Nabhi Publication, New Delhi 6 Government of India: Export-Import Policy, procedures, etc. (Volumes I, II and II) New Delhi.

Other References/ Online Resources:

Supplementary reading material:

- Export – Import policy; Ministry of Commerce, Government of India.
- How to Export, Nabhi Publication, New Delhi, 19th Edition, 2012
- Annual Reports of Ministry of Commerce
- IIFT, various publications.

Journals:

International Journal of Export Marketing

Global business review

International business & economic research journal

Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.

Web sites:

International Trade Association at <http://www.ita.doc.gov>

World Fact Book at <http://www.cia.gov/cia/publications/factbook>

World Bank at <http://www.worldbank.org>

International Monetary Fund at <http://www.imf.org>

World Export-Import Bank of the United States at <http://www.exim.gov>

Foreign Trade Authority <http://http.dgftcom.nic.in>

CBEC <http://www.CBEC.gov.in>

WTO website [World Trade Organization www.wto.org](http://www.wto.org)

Export business policies www.eximtutor.com

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	International Business			
Semester	III				Version	1.0.0.1			
Effective from <i>Academic Year</i>			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IIIA08IAT		Subject Name		INTERNATIONAL ACCOUNTING AND TAXATION				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective									
The objective of this course is to acquaint the students with the accounting needs and taxation impact in International Business and to analyze the accounting measurement and reporting issue unique to multinational business transactions.									
Learning Outcome:									
<ul style="list-style-type: none"> • Students will have understanding on the accounting needs and taxation impact in International Business • To analyze the accounting measurement and reporting issue unique to multinational business transactions • To be able to manage taxation of a company • Be familiar with different strategies to minimize the tax liability 									
Theory syllabus									
Unit	Content								Hrs
1	Conceptual Development and Comparative Development Patterns, Currency Transactions, Managing Information Systems, International Perspective on Inflation Accounting, Financial Reporting and Disclosures.								15
2	Analyzing Foreign Financial Statements, Financial Management of Multinational Entities, Transfer Pricing and International Accounting, International Standards and Multinational Organisations								15
3	Definition of the term "Income", Charge of Income Tax, Scope of Total Income, Income-tax Rates and computation of total income and tax payable, Minimum Alternate Tax, Security Transaction Tax, Dividend Distribution Tax, Special Rates for Non-Residents, Residential Status and Tax Incidence, Foreign Income and Foreign Tax payers – categories of Income. Transfer Pricing, Double Taxation Avoidance Agreements, Obtaining Advance Rulings, Special Economic Zones (SEZs) Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions								15
4	Provisions in case of Non Residents for gains from shipping business, mineral oil business, business of operation of aircrafts, business of civil construction, provision for head office expenditure in case of non-resident, Tax on Dividend, Royalty and technical services fee in the case of foreign company, Tax on income from units or bonds purchased in foreign currency or capital gain arising on their transfer in case of Offshore Fund, Tax on Income of Foreign Institutional Investors from Securities, Tax on Non-resident Sportsman or sports association, Tax Deduction at Source in respect of payments to Non-Residents, Special Provisions for Non-Resident Indians under section 115. GST - Goods and Services Tax a • Goods & Services Tax: - Introduction - Basic Concepts and Definitions - SGST, CGST and IGST - Taxability and Exemptions for goods services under GST - Input Tax Credit - Overview of Reverse Charge Mechanism - Overview of Procedural Aspects								15

Practical content	
Text Books	
1	Angharad Miller, lynne Oats Principles of International Taxation, Bloomsburry Professional.
Reference Books	
1	Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985
2	Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Clifffs, New Jersey, Prentice Hall Inc., 1984
3	Evans, Thomas G. International Accounting and Reporting. London, MacMillan, 1985
4	Gray S. J. International Accounting and Transactional Decisions, London, Butterworth, 1983
5	Rathore, Shirin. International Accounting. Prentice Hall Inc., 1996.
6	Chaturvedi Tarun, Bhandari Vandana – Handbook for NRI (Commercial Law Publishers (India) Pvt. Ltd., 4th Edition)
7	Angharad Miller, lynne Oats Principles of International Taxation, Bloomsburry Professional.

- Students will have understanding on the accounting needs and taxation impact in International Business.
- To analyse the accounting measurement and reporting issue unique to multinational business transactions.
- To be able to manage taxation of a company.

Note:

Version 1.0.0.0 (First Digit= New syllabus/Revision in Full Syllabus, Second Digit=Revision in Teaching Scheme, Third Digit=Revision in Exam Scheme, Forth Digit= Content Revision)

L=Lecture, TU=Tutorial, P= Practical/Lab., TW= Term work, DT= Direct Teaching, Lab.= Laboratory work

CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		International Business	
Semester						Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA11CMT		Subject Name		CONTAINERISATION AND MULTIMODAL TRANSPORT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites: Knowledge of general subjects of MBA									
Objectives: This subject is tailored to deliver theoretical and practical knowledge in handling methods, transportation modes and various conventions pertaining to carriage of cargo. Containerisation is taught in the perspective of growing importance of transportation in world trade.									
Learning Outcomes:									
On successful completion of this subject the student will be able to :									
<ul style="list-style-type: none"> Understand the kinds of packaging materials and proper handling of various kinds of goods including perishable goods Understand the various kinds of cargoes as per ISO standards and the dangers involved in each one of them Understand the Multi-modal Trade Routes, its strategy and the equipment used Understand the cargo liability convention 									
Theory syllabus									
Unit	Content								Hrs
1	Basic Concepts of Containersation Meaning - Major Container Trades - Container Operators - Container Ships - Terminal - Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo.								15
2	Cargoes International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code – Classes. Warehousing, Unitization and Palletization.								15
3	Multi-Modalism Multi-modal Trade Routes - Evolution - Basic Intermodal System - Modal Interface - Factors outline why shipper favour Multi-modalism - Factors in Development - Features -Multi-Modalism Strategy – Components.								15
4	Physical Multimodal Operations Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator - ICD - CFS- Free Trade Area - SEZ - Factors affecting mode and route choice. Conventions Relating to Multimodal Transport Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules - Hamburg Rule - Convention relating to Through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers 1972 (CSC).								15

Practical content		
Text Books		
1	ALAN E BRANCH & MICHAEL ROBARTS (2014) Branch's Elements of Shipping. 9th Edition, Routledge Publication.	
Reference Books		
1	CLAUS, HYLDAGER (2013) Logistics and Multi-modal Transport. 2013 Edition, Institute of Chartered Shipbrokers.	
2	HARIHARAN, K. V. (2002) A Text Book on Containerization and Multimodal Transport. Shroff Publishers and Distributors: New Delhi	
3	HARIHARAN, K. V. (2002) Containerisation, Multimodal Transport and Infrastructure Development in India. 5th edition, Shroff Publishers and Distributors Pvt. Ltd.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		International Business	
Semester						Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA12CCM		Subject Name		CROSS CULTURE MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites: Knowledge of general subjects of MBA									
Objectives : This subject has being designed to make the students understand the cross cultural environment , the entry strategies, the role of culture for building a sustainable international business.									
Learning Outcomes:									
On successful completion of this subject the student will be able to :									
<ul style="list-style-type: none"> • Understand Importance of Social responsibility, ethics and sustainability in an International business • Understand the role of cultural aspects in an International business • Implement the effective strategies for tapping and penetrating an international market • Have knowledge of Global human resource practices 									
Theory syllabus									
Unit	Content								Hrs
1	The Global Manager's Environment: The Cultural Environments Facing Business The Political and Legal Environments Facing Business, The Economic Environments Facing Businesses, Globalization and Society,National Regulation of International Business Managing Interdependence: Social Responsibility, Ethics,Sustainability								15
2	Essentials of Cross Cultures Business: Theories and Institutions: Trade and Investment, International Trade and Factor-Mobility Theory, Governmental Influence on Trade, Cross-National Cooperation and Agreements, World Financial Environment : Global Foreign-Exchange Markets, The Determination of Exchange Rates Cross-Cultural Negotiation and Decision Making								15
3	Formulating and Implementing Strategy for International and Global Operations: Formulating Strategy Implementing Strategy: Strategic Alliances, Small Businesses, Emerging Economy Firms Organization Structure and Control Systems, The Strategy of International Business, Country Evaluation and Selection, Export and Import Strategies, Direct Investment and Collaborative Strategies, The Organization of International Business								15
4	Managing International Operations: Marketing Globally, Global Manufacturing and Supply Chain Management, International Accounting Issues, The Multinational Finance Function, Global Human Resources Management: Staffing, Training, and Compensation for Global Operations Developing a Global Management Cadre,Motivating and Leading Emerging issues in International Business : Environmental issues for international business, Global outsourcing, International entrepreneurship								15

Practical content	
Text Books	
1	INTERNATIONAL MANAGEMENT: MANAGING ACROSS BORDERS AND CULTURES, TEXT AND CASES, 9/e Helen Deresky
Reference Books	
1	INTERNATIONAL BUSINESS: ENVIRONMENTS & OPERATIONS, 16/e John D. Daniels Lee H. Radebaugh Daniel P. Sullivan Prashant Salwan
2	INTERNATIONAL BUSINESS: THE CHALLENGES OF GLOBALIZATION, 8/e John J. Wild Kenneth L. Wild
3	INTERNATIONAL BUSINESS: CONCEPT, ENVIRONMENT AND STRATEGY, 3/e (Late) Vyuptakesh Sharan
4	INTERNATIONAL BUSINESS, 4/e Sumati Varma

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec		Entrepreneurship		
Semester		III			Version		1.0.0.0		
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IIIA05CBE		Subject Name		Consumer Behaviour for Entrepreneurs			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture (DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0		4	Theory	60	40	100
Hours	4	0	0		4	Practical			
Pre-requisites:									
Learning Outcome:									
Course Outcome:									
<ul style="list-style-type: none"> • After studying this course student will be familiarized with the behavioral aspects of consumers. • The students will be able to understand the internal forces, external influences and processes that go on to affect consumer behavior • Students will also know the challenges generated for the marketers and the strategies which could be implemented. 									
Theory syllabus									
Unit	Content								Hr
1	Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process and decision making roles Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications								15
2	Consumer needs theories of Motivation and their applications. Process theories and content theories. Personality and self-concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, Subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods, multi-dimensional scaling. Consumer imagery								12
3	Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.								11
4	Self-Concept. Concept of Multiple Selves. Development of the self. Image Congruence Assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and Conspicuous consumption. Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications. Endorsements and reference group influence. Culture, the concept meaning and measurement Content analysis. Values and beliefs, Rituals, Customs, Tradition, Symbol and influence in consumption. Consumer learning of culture. Consumer Socialization. Semiotics. Subcultures and Cross Cultural issues in marketing.								12
5	Family, family life cycle and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Marketing, consumer behaviour and society. Consumption and persuasion-Issues of manipulation and long term impacts on society and children. Consumer materialism. Consumer behaviour knowledge for public policy.								10

Practical content	
Text Books	
1.	Consumer behaviour -Schickman Kanuk
Reference Books	
1	Consumer market demographics in India - Edited by S.L.Rao
2	Consumer behaviour –Walker
3	Understanding your customer -R.Woodruff and S.F.Gardial
4	Consumer behaviour -Davis Loudon ,Albert Della Bitta
5	Consumer Behaviour – Hawkins, Best, Coney – TMH, 9/e, 2004
6	Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI,8/e
7	Consumer Behaviour In Indian Perspective – Suja Nair – Himalaya Publishers,2004
8	Customer Behaviour – A Managerial Perspective – Sheth, Mittal – Thomson,
9	Conceptual Issues In Consumer Behaviour Indian Context – S Ramesh Kumar– Pearson,
10	Cross cultural marketing – Robert Rugimbana and Sonny Nwankwo
11	Customer Relationship Management – Peeru Ahmed & Sagadevan – Vikas Publishing
12	Consumer Behaviour - J.Paul Peter

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Entrepreneurship	
Semester		III				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA06FBM		Subject Name		Family Business Management			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	
Pre-requisites:									
Learning Outcome:									
Upon successful completion of this course, students will be able to have:									
<ul style="list-style-type: none"> • A detailed understanding of the various family business models and structures and their complexities. • Getting sensitized towards the need for professionalism in family business management and how to go about achieving the same. • Understanding of succession planning management. 									
Theory syllabus									
Unit	Content								Hr
1	Family Business Management – Basics: Uniqueness & Dynamics – People, Women in Family Business, Systems & Life Cycles, Structural Management of the Family Business, Family Complexity, Culture and Value Systems, Business Complexity, Effects of Complexity on the Family Business Structure.								15
2	Family Business Models- Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model, Family Investment Group (FIG) Model, Comparative Analysis of the Models, Mindset and Structure: How Thoughts Influence Deeds?								15
3	Professional Management of Family Business- Non-family Managers, Non-Executive Directors Professional Advisors & Consultants, The role of balanced board of directors, Family Constitution for better management Family Governance in multigenerational family firms: Change and adaptation in family business Trans-generational value creation, Changing roles of family members Conflict Management: Social Structure in family Business, Interpersonal dynamics in family business, Justice Perceptions, Types of conflicts, Conflict dynamics and conflict management strategies								15
4	Succession Planning: Understanding Succession Planning, Defining Objectives, Choosing the Right Ownership Structure, Promoting Stewardship, Getting help from Board of Directors Management Succession: Management Succession Issues, Employment of Family Members Grooming Family Managers to be Successors, Assessing Family Member Managers, Compensation for Family Members, Managing Family Disagreements, Integrating the Family Component in Business Planning Developing Successors: Preserving Company Values, Support for Senior Managers, Help for Employees, Suppliers, Customers, From Second to Third Generations Transferring Control and Ownership: Match Ownership to Control, Tools for Transferring Ownership, Trusting the Firm to Trustees, Incentives for Nonfamily Caretakers Letting Go: The Deep Reasons for Founders Resistance Letting Go with Grace and Style								15
Practical content									

Text Books	
1	Zellweger Thomas, Managing the Family Business – Theory & Practices, Edward Elgar Publishing Ltd Latest Edition
Reference Books	
1	Peter Leach, Family Businesses – The Essentials Profile Books Ltd.,Latest Edition
2	Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros Family Business Models – Practical Solutions for the Family Business Palgrave Macmillan,Latest Edition
3	Mark Fischetti, The Family Business Succession Handbook,Family Business Publishing Co.Latest Edition

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Entrepreneurship		
Semester		III			Version		1.0.0.0		
Effective from <i>Academic</i> Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IIIA07LSC	Subject Name		Logistics and Supply Chain Management				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0		4	Theory	60	40	100
Hours	4	0	0		4	Practical			
Pre-requisites:									
Learning Outcome:									
This course will help students to:									
<ul style="list-style-type: none"> Incumbent will understand the primary differences between logistics and supply chain management The student will develop an understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain This course will aid to understand the management components of supply chain management Student will have sound knowledge of the tools and techniques useful in implementing supply chain management. Also students will have Knowledge about the professional opportunities in supply chain management. 									
Theory syllabus									
Unit	Content								Hr
1	Overview of Logistics & SCM Introduction, Nature & Concepts, Effectiveness, and Components functions of logistics, framework for supply chain solutions, Supply chain relationships. Outsourcing, 3 PLs, 4PLs.								8
2	Elements of L & SCM, Introduction, logistical information system, Introduction Nature & Components ,Forecasting Methods & Process								10
3	Inventory Management Introduction, concept types, functions of inventory in logistics & supply chain Management. Elements of Inventory costs, Just in time system, Quick response system, Warehousing Counts, Types, Functions, costs, Warehousing strategy & design.								15
4	Elements model, selection of transportation model. Transportation network transportation Decision (Pricing, Rate). Unitization Material Handling, Packages functions, costs package design, package Materials Containerization,								8
5	Logistics Administration Basic organizing principles of logistics & SCM, Factors influencing organizational structure, Central Process Performance Measurement Report Logistics audit.								11
6	Customer service Introduction, nature concept, components, customer service costs, Effective customer service strategy. Supply Chain Management in Retail Sector, Contemporary Issues in Global Supply Chain Management								8
Practical content									
Text Books									
1	Supply Chain Management – Janat Shah, Pearson education , 2013								

Reference Books	
1	Business Logistic Management – R.H. Ballou
2	Logistic Management & World Seaborne Trade – K. Muthaiah, Himalaya Publishing House Ltd., 1999 Logistics in
3	International Business-- Rajiv Aserkar, Shroff Publication And Distribution Ltd., 2004 Supply Chain Management-
4	--Sunil Chopra , Printice Hall Publication, 2004
5	Supply Chain Performance Management—S. Jaikrishna,, Icfai Unit Press
6	Logistics &Supply Chain Management-- Raghoramay,, MacMillan India Ltd
7	Logistics Management—Donal J. Bowersok , Tata McGraw Hill Publication, 2000

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Entrepreneurship		
Semester		III			Version		1.0.0.0		
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IIIA08BIN		Subject Name		Business Incubation			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0		4	Theory	60	40	100
Hours	4	0	0		4	Practical	-	-	
Pre-requisites:									
The subject is required to be taught to first generation entrepreneurs/start up entrepreneurs/entrepreneurs without exposure of management skills/techniques who can take help of incubation/ incubators and convert their dreams into a viable project.									
Learning Outcome:									
Upon successful completion of this course, students will be able to:									
<ul style="list-style-type: none"> • Students will appreciate that most of brilliant ideas die as they are not incubated and incubators can play a crucial role in their survival. Students will be able to describe/define the process of business incubation/incubators. • Students will be able to participate in the process of business incubation/business incubators. • Students will be able to design their own business incubation/incubators as viable-business unit. • Students will be able to organize contact VC/Seed capital /Angel financiers and understand as to how they operate. 									
Theory syllabus									
Unit	Content								Hr
1	Introduction: Fundamentals of business incubation. Principles and good practices of business incubation, Type/benefits of incubators, The Property Developers, Central and Local Government, corporate/educational institutional incubators, Entrepreneurs, venture capitalist, Angel investors Consultants expectation from the incubators.								12
2	Incubation Process: Process of business incubation, registration and application in Incubation Centre/Nodal Institute , the business incubator and how they operate and influence the broader business incubation environment The role of business incubation in the startup development and understanding .Pre-Incubation- Projects to proof of concepts (PoC) - PoC to minimum viable prototypes (MVP) - Common infrastructure & resources - Startups and other business ideas - Ecosystem building - IP creation and protection, and Post Incubation process. Idea lab, business plan structure, value proposition								15
3	Role of business incubators: The role of the business incubator. Business incubator models, their business environment, their owners and funders. Services of incubators, Pre requisites of incubator. Available grants, famous incubator centers, Seed funding/venture capital /angel financiers-types, nature and the procedures, and how they may be approached and convinced to participate								12
4	Developing Team and Presenting Business Plan: The importance of team formation and team building. Examining sample business ideas and writing, business plan. Understanding the investor's/lenders perspective and presenting the business plan. Valuation of business plan and the elevator pitch.								11
5	Launching and Managing the New Venture: Legal issue and other formalities. Legal form of new venture. Entrepreneurial challenges as an individual and an entrepreneur both. Skills of managing business risk &enhancing success of the project.								10

Practical content	
Text Books	
1	Gerl Allen(2000), Brick and Mortar, renovating or building a business incubation facility, NBIA publication 2000.
Reference Books	
1	Adkins Dinah, (2002), a brief history of business Incubation in U.S, 2002.
2	Articles of A.C. Cooper(1985), Pandey, I.M. (1996), Lalkaka(2002),ChandraArun,Tim Fealey(2009)
3	Meredith Erle wine & Ellen Gerl, (2004), NBIA Publications.2004.

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Entrepreneurship	
Semester		III				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA11DTE		Subject Name		Design Thinking for Entrepreneurs			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical			
Pre-requisites:									
Learning Outcome:									
Upon successful completion of this course, students will be able to:									
<ul style="list-style-type: none"> Understand the need and development of social entrepreneurs for sustainable society Understand the field of social entrepreneurship and the opportunities, challenges, and issues facing social entrepreneurs Learn conceptual frameworks and tools to develop self-sustainable, replicable, and scalable social businesses 									
Theory syllabus									
Unit	Content								Hr
1	Design Thinking Background: Definition of Design Thinking, Business uses of Design Thinking, Variety within the Design Thinking Discipline, Design Thinking Mind-set								15
2	Design Thinking Approach: Fundamental Concepts, Empathy, Ethnography, Divergent Thinking, Convergent Thinking, Visual Thinking, Assumption Testing, Prototyping, Time for Learning and Validation Design Thinking Resources: People, Place, Materials, Organizational Fit Design Thinking Processes: Numerous Approaches, Double Diamond Process, 5-Stage D.School Process, Designing for Growth Process, Role of Project Management								15
3	Design Thinking in Practice: Process Stages of Designing for Growth: What Is, What If, What Wows, What Works Design Thinking Tools and Methods: Purposeful Use of Tools and Alignment with Process, What Is: Visualization, What Is: Journey Mapping, What Is: Value Chain Analysis, What Is: Mind Mapping, What If: Brainstorming, What If: Concept Development, What Wows: Assumption Testing, What Wows: Rapid Prototyping, What Works: Customer Co-Creation, What Works: Learning Launch Design Thinking Application: Design Thinking Applied to Product Development								15
4	Lean StartUp Theory & Practice: Business models as a key concept of strategic management. Variety of business model frameworks: Canvas, 'Zott-Amit' model, BM navigator, 4W approach, Hybrid business models. Resource-based view (RBV). Overview of the Business model canvas, Business Model Generation, Lean Canvas (useful variation of								15
Practical content									
Text Books									
1	"Designing for growth: A design thinking tool kit for managers", by Jeanne Liedtka and Tim Ogilvie., 2011, ISBN 978-0-231-15838-1								
2	"The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems", by Michael Lewrick, Patrick Link, Larry Leifer., 2018, ISBN 978-1-119-46747-2								

Reference Books

- 1 "Presumptive design: Design provocations for innovation", by Leo Frishberg and Charles Lambdin., 2016, ISBN: 978-0-12-803086-8
- 2 "Systems thinking: Managing chaos and complexity: A platform for designing business architecture.", "Chapter Seven: Design Thinking", by Jamshid Gharajedaghi, 2011, ISBN 978-0-12-385915-0
- 3 "Cross-cultural and user-centered design thinking in a global organization: A collaborative case analysis.", by Abildgaard, Sille Julie J., and Bo T. Christensen., She Ji: The Journal of Design, Economics, and Innovation 3.4 (2018): 277-289.
- 4 "Design thinking: A method or a gateway into design cognition?.", by Gabriela Goldschmidt, She Ji: The Journal of Design, Economics, and Innovation 3.2 (2017): 107-112
- 5 "Design thinking: past, present and possible futures.", by Johansson-Sköldberg, Ulla, Jill Woodilla, and Mehves Çetinkaya., Creativity and innovation management 22.2 (2013):121-146.
- 6 "Wicked problems in design thinking.", Richard Buchanan, Design Issues, Vol. 8, No. 2, (Spring 1992), 5-21

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	Entrepreneurship			
Semester	III				Version	1.0.0.0			
Effective from <i>Academic Year</i>			2020-21		Effective for the batch Admitted in			June 2020	
Subject code	IIIA02MSM		Subject Name		MSME				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0		4	Theory	60	40	100
Hours	4	0	0		4	Practical	-	-	-
Pre-requisites:									
Learning Outcome:									
<ul style="list-style-type: none"> Through this course student will develop Understanding the required skills and competencies for starting new entrepreneurship. Students will understand the Micro small and medium enterprise and Initiatives for MSMEs. The learner will be able to identify sources of funds available for starting new businesses in India. Ultimately student will be able to develop a better understanding of Business Plan. 									
Theory syllabus									
Unit	Content								Hr
1	Introduction of MSME: Introduction of MSME Act 2006, Ministry of MSME, MSME rules and regulations for Manufacturing Enterprises and service Enterprises (How to Set up new unit, arranging finance, unit development, export promotion), Overview of MSME sector in India, Major Challenges faced by MSME in India.								8
2	Major Schemes of MSME - SME Division Schemes- Development Commissioner (DC-MSME) Schemes- National Small Industries Corporation (NSIC) Schemes- ARI Division Schemes- SIDBI Schemes- NABARD Schemes, Government of Gujarat supports in Funding, Mentoring and Incubation								15
3	Industries Commissionerate-- Overview of Industries Commissioner ate, - Functions of Industries Commissioner ate, - Activities of Industries Commissionerate, District Industry Centre (DIC) - Overview of DICs, - Activities of DICs, - Functions of DICs, Government Initiatives for Ease of Doing Business								10
4	Sources of Funds for Business: EXIM Bank (Introduction, Various financial Products and services offered by EXIM Bank), Venture Capital, public/private Bank loans (Working Capital Loan, Corporate Term Loan, Term Loan etc.)								8
5	Adapting the Organization to Deal with Risk (Seeking the Best Risk): The Role of the Board in Dealing with Corporate Risk: Defining Enterprise Risk Integration of corporate governance, and corporate strategy in enterprise risk management Organizations for Risk Management Culture and Leadership Roles The role of Information within an Enterprise and its use in risk management The Cofounding of Risk								11
6	Demography Risk and the Preparing for the World in 2050: The trends in world demography Implications to Globalization Impact of disruption in energy markets Trade and military alliances Food markets and food supply of the world								8
Practical content									

Text Books	
1	IIBF, Micro, Small and Medium Enterprises in India, Taxmann,2017
Reference Books	
1	R. Srinivasan, C.P. Lodha," Strategic Marketing and Innovation for Indian MSMEs", Springer 2017
2	MSME Schemes, Government of India
3	Marketing Assistance Schemes,GOI
4	Performance and Credit Rating Scheme for Micro & Small Enterprises, GOI
5	MSME Business - A Journal of Small Business and Enterprise
6	SEDME Journal
7	Journal of Managerial Economics

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.		Supply Chain Management		
Semester		III				Version		1.0.0.0		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		IIIA05SSC		Subject Name		STRATEGIC SUPPLY CHAIN MANAGEMENT				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objectives: The basic objective of this module is to acquaint the students with Supply chain and its functions & how Supply chain management plays an important part in today's business world. The module will help the students in designing supply chain (of products or services) from a strategic point of view.										
Learning Outcome:										
On successful completion of this course the student will be able to:										
<ul style="list-style-type: none"> Understand how operations-related strategic decisions can lead to improved market and competitive performance. To design an expedient logistics system for a responsive and efficient supply chain (forecasting, aggregate planning, inventory management, matching supply with demand, transportation, location, and information) Understand how logistical decisions impact the performance of the firm as well as the entire supply chain. Formulate effective strategies for effective supply chain management. 										
Theory syllabus										
Unit	Content								Hrs	
1	Overview of Supply Chain: Evolution of Supply Chain, Development Chain; Uncertainty & Risk, Key Issues in Supply chain management; Objectives of Supply Chain; Decision Phases in Supply Chain, Process view of Supply Chain								12	
2	Flows in Supply Chain: Flow of Product Across Supply Chain; The Flow of Information Across Supply Chain ; Importance of Ownership Flow in Supply Chain; Significance of Finance Flow Across Supply Chain								12	
3	Types of Supply Chain: Made-To-Stock Supply Chain Strategy, Built-To-Order Process in Supply Chain; Assemble-To-Order Model, Significance of Engineer-To-Order								12	
4	Decisions of Supply Chain: Competitive Supply Chain Strategy, Achieving Strategic Fit, Challenges in Achieving & Maintaining Fit; Make or Buy Decision, Framework For Strategic Alliance, Retailer Supplier Partnership; Distributor Integration, Supply Chain Network								12	
5	Strategies: Distribution Strategy, Centralized v/s Decentralized Control; Push v/s Pull System, Drivers of Supply Chain Performance								12	
Practical content										
Text Books										
1	Supply Chain Management: Strategy, Planning, and Operation by - Sunil Chopra , Peter Meindl									
2	Designing and Managing the Supply Chain Paperback by - David Simchi-Levi, Philip Kaminsky									

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FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.		Supply Chain Management		
Semester		III				Version		1.0.0.0		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		IIIA06PIM		Subject Name		PROCUREMENT AND INVENTORY MANAGEMENT				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objectives: The basic objective of this Subject is to impart understanding of procurement, its functions and provide knowledge of key issues related to Inventory management in current coordinated and collaborated SCM environment.										
Learning Outcome:										
On successful completion of the course the students will be able to :										
<ul style="list-style-type: none"> To plan an adequate procurement process with minimal administrative effort. To reduce total expenditure with right price, source, quantity and time To reduce risk by managing supplier relationships. To ensure continuity and quality of supply 										
Theory syllabus										
Unit	Content								Hrs	
1	Purchasing: Purchasing Organization, Importance of Purchasing as a Function; Purchasing Principles, Procedures and Systems; importance of Seller-Buyer Relations, Negotiation and Factors of Negotiation; Codification, Price Analysis, Market structure								12	
2	Procurement: Sourcing in Supply Chain, Supplier Selection - Auction & negotiation; Contract, Risk Sharing & Supply Chain Performance, Procurement Process, Risk Management & Sourcing								12	
3	Pricing and Revenue Management: Role of Pricing & Revenue Management in SCM, Pricing & Revenue Management for Perishable Assets; Pricing & Revenue Management for Seasonal Demand; Pricing & Revenue Management for Bulk & Spot Contract								12	
4	Inventory: Introduction to Inventory Management, Role, Function & Types; Role in Supply Chain, Role in Competitive Strategy, Inventory Cost, Need to Hold Inventory								12	
5	Inventory Control: EOQ, Inventory control; Managing uncertainty in Supply Chain, safety in inventory								12	
Practical content										
Text Books										
1	Procurement, Principles & Management (11th edition) By - Peter Bailey, David Farmer, Barry Crocker, - David Jesson and David Jones.									
2	Achieving Effective Inventory Management by - John Schreibfeder.									

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Supply Chain Management	
Semester		III				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IIIA07SCP		Subject Name		Supply Chain Planning and Operations			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites: Basics of Management discipline									
Objectives: The goal of this subject is to cover the high-level supply chain strategy and concepts and to give students a solid understanding of the analytical tools necessary to solve supply chain problems.									
Learning Outcome:									
At the end of the course, the students will be able to:									
<ul style="list-style-type: none"> • Understand the designing of a supply chain which can be a competitive advantage • Apply the key strategic drivers of supply chain performance • Plan and coordinate demand and supply in a supply chain • Understand analytic methodologies for supply chain analysis 									
Theory syllabus									
Unit	Content								Hrs
1	<p>Designing the Supply Chain Network: Designing distribution networks and applications to online sales : factors influencing distribution network design, design options for a distribution network, online sales and distribution network</p> <p>Network design in the supply chain: factors influencing network design decisions,framework for network design decisions,Models for facility location and capacity allocation</p> <p>Designing global supply chain networks: Impact of globalization on supply chain management,The offshoring decision: Total cost,Risk management in global supply chain, To Onshore or Offshore: Evaluation of global supply chain design decisions under uncertainty</p>								15
2	<p>Planning and Coordinating Demand and Supply in a Supply Chain: Demand forecasting in supply chain:Components of a forecast and forecasting methods,basic approach to demand forecasting, time series forecasting methods, measures of forecast errors,selecting the best smoothing constant, role of IT and risk management in forecasting.</p> <p>Aggregate planning in a Supply Chain: The Aggregate planning problem, Aggregate planning strategies, building Master production schedule, role of IT in aggregate planning</p> <p>Sales and operations planning: Planning supply and demand in a supply chain: Responding to predictable variability in the supply chain , Managing supply and demand.</p> <p>Coordination in a supply chain: Lack of supply chain coordination and the bullwhip effect, the effect on performance of lack of coordination, obstacles to coordination in a supply chain,managerial levers to achieve coordination, continuous replenishment and vendor management inventories, collaborative planning, forecasting and replenishment,</p>								15

3	<p>Designing and Planning Transportation Networks: The role of transportation in a supply chain, Modes of transportation and their performance characteristics, Transportation infrastructure and policies, design options for a transportation network, trade off in transportation design, Tailored transportation, the role of IT in transportation, Risk Management in transportation, Making transportation decision in practise</p>	10
4	<p>Managing Cross Functional Drivers in a Supply Chain: Sourcing decisions in a supply chain: in-house or outsource, Third and fourth party logistics, using total cost to score and assess supplier, supplier selection: auction and negotiations, contracts, risk sharing and supply chain performance, design collaborations, The procurement process, designing a sourcing portfolio: tailored sourcing, risk management in sourcing</p> <p>Information technology in a supply chain: The supply chain IT framework, Customer Relationship Management, internal supply chain management, Supplier relationship management, transaction management foundation, future of IT in supply chain, risk management in IT</p> <p>Sustainability in a supply chain: The tragedy of commons, key metrics for sustainability, sustainability and supply chain drivers, closed loop supply chain,</p>	20
Practical content		
Text Books		
1	Supply Chain Management Strategy, Planning & Operation by - Sunil Chopra and Peter Meindl	
2	Logistics Management by - P. Fawcett, R. McLeish and I. Ogden	

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Supply Chain Management		
Semester		III			Version		1.0.0.0		
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code		IIIA08RTS		Subject Name		RECENT TRENDS IN SUPPLY CHAIN MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical (Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40-	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective: This subject has been designed to provide basic knowledge and understanding of contemporary developments in the field of Supply Chain Management.									
Learning Outcome:									
On successful completion of the course the students will be able to:									
<ul style="list-style-type: none"> Understand the judicious deployment of supply chain technology and automation tools, techniques and solutions which would be the key differentiator in the next decade Help the supply chain and operations professionals of the future to acquire skills revolving around the core of "Analytics" Understand application of analytics, IoT (Internet of Things), AI (Artificial Intelligence), cloud computing, process automation, fulfilment center management and last mile transportation and delivery optimization. Understand the degree of investments and the scale and depth of deployment in various industries. 									
Theory syllabus									
Unit	Content								Hrs
1	Vendor Managed Inventory, Cross-docking, Lean & Agile Supply Chain, Green Supply Chain, Augmented Reality, Artificial Intelligence, Internet of Things, Cloud computing								15
2	Hyper local Logistics, Telematics, Digitization in Supply Chain, Evolution of Digital Supply Chain, Hyperloop, Autonomous Delivery Vehicles, Information Technology in Logistics, Modern Logistics Infrastructure, Logistics Outsourcing, Logistics in the Global Environment								15
3	E-commerce - An Overview, Traditional Commerce v/s E-commerce, E-commerce, Advantages, E-commerce Disadvantages, Business Models in E-commerce, Security & Technology, E-commerce - Payment Systems, E-commerce - EDI, Inventory Led Fulfillment in E-commerce, Market Place Based e-fulfillment								15
4	Strategy & Challenges of internet grocery Retailing challenges, Collaboration technology for supporting E-SCM, Paradigm Shift, M-Commerce, Products & Services, Market Influence, Payment Methods in M-Commerce, Threats in E-commerce, Challenges in E-commerce, Way Forward								15
Practical content									
Tutorial: Activity, Discussion, Videos, Case lets, Case studies, Projects									
Practical: Projects, Field Visits, Assignments, Presentations, Simulation Games, Group activities									
Text Books									
1	Emerging trends in Supply Chain Management by - Sunil Chopra and Peter Meindl								

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration			Branch/Spec.		Marketing/Finance/Human Resources Management/International Business/Entrepreneurship/Supply Chain Management		
Semester		III			Version		1.0.0.1		
Effective from Academic Year			2021-22		Effective for the batch Admitted in				June 2020
Subject code		2IIIA09MTB	Subject Name		MANAGEMENT OF TRAVEL BUSINESS				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objectives: The objective of subject is to familiarize with the basic concepts of travel and tourism management and enhance the knowledge of students in various areas related to tourism									
Learning Outcome:									
<ul style="list-style-type: none"> To familiarize MBA students with the rapid growth of Tourism and Hospitality Industry The course designed to offer basic orientation in the business of Hospitality and Tourism so that students can take informed carrier decision of Toning and Trade. The course for this sector has been designed to give an overview of the industry and its various components. Role of Government and International tourism bodies in Travel Management 									
Theory syllabus									
Unit	Content								Hrs
1	Travel Agency & Tour Operation Business: history and Functions, Setting up a travel agency & Tour Operation Unit, type of Income of a travel Agency, Tour operation, The wholesaler and retailer, Tourism industry in India. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' tourism								15
2	Itinerary planning and package tour: Type of Itinerary, importance of Itinerary, planning of Itinerary, relationship between packaging and Itinerary planning, Type of packages, Development of packages, FIT & GIT in packages. Travel Agency Marketing: Marketing Concept, unique features of Travel Marketing, Significance of Travel Agency Marketing, Developing a Tour Marketing Plan								15
3	Multinational regulations: Freedom of Air functions, ICAO, IATA, Air transport: Air India, Indian Airlines, other private air carriers like Sahara & Jet Airways, Air Decan. Rail transport: Major railway systems of world like Amtrak, Euro Rail, Japanees rail, Darjeeling rail, Palace on wheel, oriental express, Indian railway & its different schemes for promotion of tourism.								15
4	The Role of the Government and International Tourism Bodies : Need for Tourism organizations, National Tourism Organization (NTO) - Functions, Administrative set up, characteristics and patterns of India's major International markets, domestic Tourism in India, patterns and characteristics of major tourist generating states. Travel Documents: Passport, Visa, Health regulations, customs, credit card, Forex: Documentations and general guidelines, purpose, requirements.								15
Practical content									

Text Books	
1	Negi, J., "Travel agency and tour operations, concepts and principles",
Reference Books	
1	Travel Agency and Tour Operation, Concepts and Principles-J.M.S Negi
2	Tourism Industry in India, T.K.Panda, Excel
3	Transport for tourism-Stephen Page
4	Tourism System=Mill, R.C. & Morrison
5	Professional Travel Agency Mgmt.-Chunk, James, Dexter & Boberg
6	The Business of Travel Agency Operations and Management-D.L.Foster
7	Kotler, Philip, Bowen John, Makens James (2013), Marketing for Hospitality and Tourism: 6th edition, Pearson Publishers, New Delhi.
7	Travel Industry-Chunk Y. Gee.
8	T.K.Panda, Tourism management – Social Political and Ecological Perspective, Universities Press, Orient Longman

Note:

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GANPAT UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

Programme	Master of Business Administration	Branch/Spec.	Marketing/Finance/Human Resources Management/International Business						
Semester	III	Version	1.0.0.0						
Effective from <i>Academic Year</i>		2016-17	Effective for the batch Admitted in		June 2016				
Subject code	IIIA09RRD	Subject Name	RURAL RESOURCES AND DEVELOPMENT						
Teaching scheme			Examination scheme (Marks)						
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Learning Outcome:									
The basic objective of this course is to provide an in-depth understanding of the problems and process of rural development, ecology, resources and major developmental issues.									
Theory syllabus									
Unit	Content								Hrs
1	Rural economy, Income, Resource distribution and gaps.								15
2	Rural ecology, Irrigation, Water Supply and Habitation: Land Holdings, Assets Distribution and Land Reforms : Land Utilisation and Cropping Pattern, Agricultural Productivity: Technology inputs- Water, Electrification, Fertilizers, Seeds, Implements, Plant Protection and subsidies.								15
3	Manpower: Employment, Migration: Rural Women: Status, Role and Participation.								15
4	Forest Resources and Social Forestry: Special Areas Developmental Programmes, Wastelands Developments; Public Services and Extension Services.								15
Practical content									
Text Books									
1	Arora, R.C. "Integrated Rural Development". 1979. S. Chand, New Delhi								
Reference Books									
1	Arora, R.C. "Integrated Rural Development". 1979. S. Chand, New Delhi								
2	Bansali P.C. "Agriculture Statistics in India". 1974. Arnold Heinemann, New Delhi.								
3	Hoshi, Ved. "Migrant Labour and Related Issues" 1987. Oxford and IBH, New Delhi.								
4	Khusro, AM "The Economics of Land Reforms and Farm Size in India". Institute of Economic Growth, Delhi.								

5	Katar Singh Bhatnagar, Rural Development
6	Gupta A. " Ecology and Development in the Third World" 1988. Routledge, London.
7	Hanumatha Rao, C. "Agricultural Production" Functions Costs Returns in
8	Joshi, PC. "Land Reform in India".1975. Institute of Economic Growth, Delhi.

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GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.		Marketing/Finance/Human Resources Management/International Business/Entrepreneurship/Supply Chain Management		
Semester		III				Version		1.0.0.1		
Effective from Academic Year				2021-22		Effective for the batch Admitted in				June 2020
Subject code		2IIIA09BMA		Subject Name		BANKING MANAGEMENT				
Teaching scheme					Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW						
Credit	4	0	0	0	4	Theory	60	40	100	
Hours	4	0	0	0	4	Practical	-	-	-	
Pre-requisites:										
Objectives										
This course aims at honing the skills of students with a special aptitude in the Financial sector dealing with banking.										
Learning Outcome:										
On successful completion of this module, students will be able to:										
<ul style="list-style-type: none"> • Honing the skills of students with a special aptitude in Financial sector dealing with banking • Students will have understanding on commonly used technologies in Banking and its benefits. • 3)To acquaint student with different banking products for the requirement of a company • 4) Evaluate performance of banks on various parameters. 										
Theory syllabus										
Unit	Content								Hrs	
1	Origin of Banking, Indigenous Bank & Money Lender, Banking System in India-(Central Bank, Commercial Bank, Introduction to new private banks. Co-operative Banks, Regional Rural banks, Foreign banks, Banker & customer relationship, Customer's right & obligations, Banker's rights & Obligations.								15	
2	Various banking products & Services, Value added facilities associated with deposit products, Deposits and Savings Schemes, Loans & Advances-Principles of sound tending, Secured advances-Modes of creating Charges, Letter of credit, Guarantees. Evaluation of Bank Performance: Assessing Bank's Financial Statements • Evaluation of bank performance with different models: - CAMEL Model - Stock market based performance measure - SERVQUAL model - Economic Value Added and Market Value Added								15	
3	Introduction, Traditional vs E. Banking, Emergence of Electronic banking Products, ATM, Tele-banking, Internet banking, Electronic Fund Transfer, Electronic Cheque, Real time group settlement System (RTGS).								10	
4	Reserve Bank of India & functions, Credit policy of RBI, Credit rating agencies, Basel-I & II, Merchant banking, Foreign currency dealing, Merchant banking (Pre issue and post issue) ALM and NPA Management • Asset-liability Management: Challenges and Strategies • Bank Lending: Policy and Procedures • Loans Recovery Management and Control of NPAs								20	
Practical content										
Text Books										

1	Gordon-Natarajan-Banking theory Law & Practice-Himalaya Publishing House
Reference Books	
1	Varshcy P.N-Banking Law & Practice, Sultan Chand & Sons.
2	Gordon-Natarajan-Banking theory Law & Practice-Himalaya Publishing House
3	Shekhar & Shekhar-Banking theory & practice- 19 th Edition-Vikas Publishing House.
4	Machiraju H.R-Modern Commercial banking-Vikash
5	Reed/Cotter/Gill/Smith-Commercial Banking-Prentice Hall
6	Mishra B. & Debasis S., Indian banking system-, Mahamaya Publication.
7	B.K.Swain-Commercial banking-Excel Books.
8	Bihari & Baral, Modern Banking Management, Skylark Publications.
9	Parameswaran & Natarajan, Indian Banking, S. Chand
10	Suresh P., and Paul, J., Management of Banking and Financial Services, Person Publication
11	Gopinath, M.N., Banking Principles and Operations, Snow White Publications
12	Rose, P.S., and Hudgins, S.C., Bank Management and Financial Services, TMH Publication

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GANPAT UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

Programme	Master of Business Administration	Branch/Spec.	Marketing/Finance/Human Resources Management/International Business						
Semester	III	Version	1.0.0.0						
Effective from <i>Academic Year</i>		2016-17	Effective for the batch Admitted in		June 2016				
Subject code	IIIA09BBS	Subject Name	BASIC BIOLOGICAL SCIENCE						
Teaching scheme			Examination scheme (Marks)						
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Learning Outcome:									
The objective of the course is to expose the students to basics of Biology to facilitate understanding of Health concepts.									
Theory syllabus									
Unit	Content								Hrs
1	Human Anatomy and Physiology: Basic functions and importance of various systems in Human body - Digestive System-Respiratory system-Circulatory system-Central Nervous system, Muscular Skeletal system-Reproductive system-Excretory system-Endocrine Glands-Special Senses.								12
2	Medical Terminology: Reasons for using medical terms-Glossary of medical terms: major diseases and medical specialties.								12
3	Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.								12
4	Illness: Defining Health and illness: Direct and indirect causes-Classification and description of disease.								12
5	Infection Control: Nosocomial infection-asepsis--Reservoir, carrier and mode of transmission of communicable diseases -Infection control measures-Disinfection -Sterilization and aseptic technique-Infection control committee-purpose, composition and duties.								12
Practical content									
Text Books									
1	Review of Medical Physiology - William F. Ganong McGraw Hill, Boston								
Reference Books									
1	A Clinical Problem – Solving Approach - John V. Basmajian and Charles E. Slonecker								
2	Review of Medical Physiology - William F. Ganong McGraw Hill, Boston								
3	Stedman’s Medical Dictionary								
4	Biological Science - Taylor - Cambridge University								

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