

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	IV				Version	1.0.0.1			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IVA01EMI		Subject Name		ENTREPRENEURSHIP AND MANAGEMENT OF INNOVATIONS				
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 : Developing entrepreneurship abilities in the students by exposing them to the business opportunities and imparting skills and techniques of exploring these opportunities through the formulation of a bankable project. It is also aimed to study the formalities of setting up of a company and its management.									
Learning Outcomes:									
On successful completion of the course the student will be able to:									
<ul style="list-style-type: none"> • Prepare a bankable business plan which can be considered prerequisite of starting and obtaining finance particularly from venture finance, public issue, etc. • Understand aspects of starting a new venture. • Understand and appreciate challenging of starting and managing new ventures. • Frame and develop start up strategies understand issues and problems pertaining to growth stage including delegation, formalization of system and HR issues. 									
Theory syllabus									
Unit	Content								Hrs
1	<p>The Nature and Importance of Entrepreneurship: Nature and development of Entrepreneurship, Definition of entrepreneurship, The entrepreneurial decision process, Types of start up, Role of entrepreneurship in economic development.</p> <p>The Entrepreneurial and intrapreneurial mind: The entrepreneurial process-Identify and evaluate the opportunity, develop a business plan, Determine the resources required, manage the enterprise, Managerial versus entrepreneurial decision making, Causes for interest in intrapreneurship, Corporate versus intrapreneurial culture, Climate for intrapreneurship</p> <p>The Individual Entrepreneur: Entrepreneurial feelings, Entrepreneur background and characteristics, Motivation, Role models and support systems</p>								15
2	<p>Creativity and the Business Idea: Sources of new ideas, Methods of generating ideas, Creative problem solving, Product planning and development process.The Business Plan: Planning as a part of business operations, Scope and value of business plan, purpose of business plan, The business plan evaluation by lenders and investors,Presenting the plan,information needed to prepare the plan, essential elements of writing the business plan.</p> <p>The Marketing Plan: Purpose and timing of marketing plan, market research for the new venture, understanding the marketing plan, characteristics of marketing plan, The marketing mix, Steps involved in making a marketing plan, contingency planning, The financial plan: Break even analysis, Uses of fund</p>								15
3	<p>The Organizational Plan: Developing the management team, Legal forms of business: Ownership, liability of owners, costs of starting a new business, transferability of interest ,capital requirement, management control, distribution of profits and losses, Attractiveness for raising the capital, S Corporation : Advantages and disadvantages, The limited liability company, building the successful Organization.</p>								15

	Sources of Finance: Debt or equity financing, internal or external funds, Personal funds, family or friends, Commercial banks, types of bank loans, cash flow financing, bank lending decisions Small business administration loan, research and development limited partnership, government grants, private placement, bootstrap financing	
4	<p>Preparing for the new venture launch : Recruiting and hiring new employees, Motivating and leading the team, financial controls, marketing and sales control, rapid growth and management controls, creating awareness of the new venture, hiring experts.</p> <p>Managing growth of the new venture: Financial strategies to support growth, Organizational changes during the growth, entrepreneurial skills and strategies, time management, Negotiation, Informational planning and control</p> <p>Expansion strategies and issues: Joint ventures, acquisitions, mergers, hostile takeovers, leveraged buyouts, franchising</p> <p>Ending the venture: Warning signs of bankruptcy, Surviving the Bankruptcy, Prepackaged bankruptcy, strategies during reorganization, business turnaround, succession of business, Harvesting strategy.</p> <p>Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.</p>	15
Practical content		
Text Books		
1	Robert Hisrich et al- Entrepreneurship (Tata McGraw Hill, ND) 1998	
2	Couger, C- Creativity and Innovation (IPP, 1999)	
Reference Books		
1	Nina Jacob, - Creativity in Organisations (Wheeler, 1998)	
2	Jonne & Ceserani- Innovation & Creativity (Crest) 2001.	
3	Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)	
4	Holt- Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.	
5	Singh P and Bhandekar A- Winning the Corporate Olympiad: The Renaissance Paradigm (Vikas)	
6	Dollinger M J- Entrepreneurship (Prentice-Hall, 1999).	
7	Tushman, M.L. & Lawrence, P.R. (1997)- Managing Strategic Innovation & Change. Oxford .	
8	Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.	
9	Amidon, D. M. (1997)- Innovation Strategy for the Knowledge Economy: The Kan Awakening. Butterwork-Heinemann, New Delhi, India.	

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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		IV				Version		1.0.0.1		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		2IVA02MCS		Subject Name		MANAGEMENT CONTROL 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:										
Objectives										
The course intends to acquaint students with the control systems design and its implementation in profit as well as non-profit organizations in order to achieve desired goals and objectives.										
Learning Outcome:										
<ul style="list-style-type: none"> Understand Position of Controller in the Organization Structure of an Organization Learn Budgetary Planning and Procedures Critically understand Management Control Structure: Responsibility Centre- Revenue and Expense centers demonstrate a profound knowledge of MCS that managers` are using to run businesses and direct behavior of individuals. 										
Theory syllabus										
Unit	Content								Hrs	
1	An Overview: Nature, Scope and Concept of Management Control Systems. Organizational Goals, Strategic Planning and Implementations, Organization Structure, Contingency Theory, Organizational Climate, Position of Controller in the Organization Structure of an Organization.								15	
2	Major influencing factors on the design of Management Control System: Managerial Styles, Corporate culture, Evaluation stages and revolution of MCS, Information Technology, Manufacturing technology, environment.								10	
3	The Management Control Process: Programming, Budgetary Planning and Procedures, Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero-base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money. Analyzing Financial Performance Reports, Performance Measurement, Management compensation Variations in Management Control: control for differentiated strategies, modern control methods, service organizations, financial services organizations, Multinational organizations, management control of projects.								20	
4	Management Control Structure: Responsibility Centre- Revenue and Expense centers e, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation-Qualitative and Quantitative, Investment Centre. Measuring and Controlling Assets Employed. Behavioral Aspects of Management Control: Motivation and Morale, Goal Congruency, Participative and Responsive Management, Human as a Part of Information Process. Learning Curves. Strategic Planning: Nature of strategic planning, Analyzing proposed new program, analyzing ongoing programs, strategic planning process								15	

Practical content	
Text Books	
1	Anthony, R.N and Govindarajan, V.- <i>Management Control Systems</i> , Irwin, Latest Edition.
Reference Books	
1	Anthony, R.N and Govindarajan, V.- <i>Management Control Systems</i> , Irwin, Latest Edition.
2	Emmanuel, C and Otley, D.- <i>Accounting for Management Control</i> , Nostrand Reinhold, 1985.
3	Ghosh, P.K. and Gupta, G.S.- <i>Cost Analysis and Control</i> , Vision, 1985.
4	Glynn, J.J.- <i>Value for Money: Auditing in Public Sector</i> , Prentice Hall, 1985.
5	Maciariello, J. A and Kirby, C.J.- <i>Management Control System</i> , Prentice Hall, 1994.

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	IV				Version	1.0.0.0		
Effective from <i>Academic Year</i>		2016-17			Effective for the batch Admitted in		June 2016	
Subject code	IVA03MRP		Subject Name		MANAGEMENT RESEARCH PROJECT – II			
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
Hours	4	0	0	0	4	Practical	-	-
Pre-requisites:								
Learning Outcome:								
<p>The purpose of this course is to enable the students to study in-depth at least one specific issue related to any of the courses of study. The group consisting of two to three students will identify the issue in the beginning of the semester and will prepare detailed synopsis of the research project study. The project may be based on primary data or secondary data depending upon the nature of the topic and the research design. The project will be evaluated on the basis of written report, presentation and viva-voce.</p>								
Theory syllabus								

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Marketing	
Semester		IV				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IVA04MAN		Subject Name		MARKETING ANALYTICS			
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:									
SPSS 20.0 use and application									
Objective : This course instil ability to use tool for generating marketing insights from data related to STP, consumer choice, satisfaction, lifetime value etc with extended hands-on practice with statistical software.									
Learning Outcome:									
<ul style="list-style-type: none"> Students are able to understand data-driven marketing strategies and concepts of marketing analytics, Demonstrate the knowledge of data handling and modelling using standard statistical software to the marketing problems related to STP, Demonstrate the knowledge of data handling and modelling using standard statistical software for predicting phenomena, Enable students to critically apply visualization analytics tools to get insights for decision-making. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to marketing analytics, segmentation and targeting, Quantitative analysis: ANOVA, MANOVA with covariates (using SPSS), Discrete choice - Conjoint analysis (using SPSS), Multi-dimensional scaling (using SPSS).								15
2	Marketing analytics I: segmentation and targeting- Factor analysis (using SPSS), Cluster analysis (using SPSS), perceptual mapping (using SPSS) for Positioning, RFM analysis (using SPSS), Pricing, Discriminant analysis (using SPSS) for predictive analysis.								15
3	Marketing analytics II: Analysing customer satisfaction- Regression analysis (using SPSS), Logistic regression (using SPSS), Process Hayes Mediation & Moderation (using SPSS), Structural equation modelling (using AMOS) for model validation and assessment, Measuring customer lifetime value.								15
4	Data visualisation (using Excel), Hands-on practice of data visualisation, Big data visualisation, Text analytics, Search analytics (using VOS viewer), Ethical issues and privacy considerations, Latest trends in analytics of marketing problems.								15
Practical content									
Text Books									
1	Cutting Edge Marketing Analytics - Real World Cases and Data Sets for Hands On Learning, Rajkumar Venkatesan, Paul Farris, Ronald T. Wilcox, Pearson.								
Reference Books									
1	Marketing Research: An Applied Orientation (Sixth Edition), Naresh K. Malhotra, Prentice Hall.								
2	Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Wintson, Wiley.								
3	Multivariate Data Analysis, Joseph F Hair, William C. Black, Barry J. Babin, Rolph E. Anderson, Tatham, Pearson.								
4	SPSS for Windows Step by Step, 6e, George Naresh and Mallery Paul, Pearson Education.								

5	Business Research Methods: A South-Asian Perspective, 8e, by Zikmund, Babin, Carr, Adhikari and Griffin: CENGAGE Learning.
6	Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming, Barbara M. Byrne, Routledge.
7	Introduction to Mediation, Moderation, and Conditional Process Analysis, Andrew F. Hayes, Guilford Press, London.
8	Introduction to Mediation, Moderation, and Conditional Process Analysis, Mike Grisby, Kogan Page.

Lab

1. SPSS data analytics
2. AMOS 20
3. R- free software

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Programme	Master of Business Administration				Branch/Spec.	Marketing/Finance/Human Resources Management/International Business			
Semester	IV				Version	1.0.0.0			
Effective from Academic Year		2016-17			Effective for the batch Admitted in		June 2016		
Subject code	IVA05SMA		Subject Name		SERVICES 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:									
Learning Outcome:									
To acquaint the students with concepts and techniques in the management of services marketing and help them learn the issues in managing unconventional challenges in service marketing.									
Theory syllabus									
Unit	Content							Hrs	
1	Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing. Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. Role of Services in Economy.							12	
2	Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions. Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.							12	
3	Service Quality: Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management. Services failure, service recovery, Customer retention, Customer Relationship management, designing of service strategy.							12	
4	Marketing of Services in Practice - Tourism Services Marketing, Marketing of Transportation & Logistics Management, Marketing of Financial Services, Marketing of Communication Services, Media & Advertising Service Marketing, Marketing of Healthcare Services, Marketing of Consultancy Services, Marketing of Retail Services. Marketing of Educational Services, Marketing of Public Services.							12	
5	Services in global perspective: International marketing of services; recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.							12	
Practical content									
Text Books									
1	Zeithaml, V. A and Bitner, M. J. - <i>Services Marketing</i> (Tata McGraw-Hill).								
Reference Books									
1	Baron S and Harris K- <i>Services Marketing: Text and Cases</i> (Palgrave, 2003)								

2	Lovelock- <i>Services Marketing: People, Technology and Strategy</i> (Pearson Education, 5 th edition).
3	Zeithaml, V. A and Bitner, M. J. - <i>Services Marketing</i> (Tata McGraw-Hill).
4	S. L. Gupta <i>Marketing of Services</i> (Sultan Chand).
5	Rama Mohana Raok <i>Services Marketing</i> (Pearson Education).
6	Govind Apte- <i>Services Marketing</i> (Oxford Univ. Press).
7	P.Srinivasan- <i>Services Marketing</i> . PHI.
8	Bhattacharjee- <i>Services Marketing</i> , Excel Books.
9	Nargundkar – <i>Service marketing</i> , TMH.
10	Nimit & Monika Chowdhary- <i>Text book of Marketing of Services: The Indian Experience</i> , MacMillan India Limited
11	Jha – <i>Service Marketing</i> , Himalaya.
12	Andersen & Kotler- <i>Strategic marketing for Non Profit Organisations</i> , PHI/Pearson.
13	Kotler, Bowel & Makens- <i>Marketing for Hospitality and Tourism</i> , Pearson.
14	T K Panda- <i>Customer Relationship Management in Service Industry</i> -Excel.
15	Rama Mohana Rao, K.- <i>Services Marketing</i> , Pearson Education.
16	Newton M. P. Payne, A.- <i>The Essence of Services Marketing</i> . New Delhi, PHI.
17	Ravi Sankar- <i>Services Marketing</i> , Excel Books.
18	Clow & Kurtz- <i>Services Marketing</i> , 2e, Biztantra.

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Marketing	
Semester		IV				Version		1.0.0.1	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IVA06SMB		Subject Name		STRATEGIC MARKETING AND BRAND 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, Strategies and techniques for Marketing and Creating and Sustaining Brand Management									
Learning Outcomes:									
<ul style="list-style-type: none"> • Student will understand various models and techniques in Strategic Marketing • Student will able to understand Strategies and Implementation of Strategies into the business world • Student will understand various models and techniques in Branding Management • Student will understand the growing, measuring and sustaining brand equity of the brands. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to Strategy and Understanding Opportunity: Market-Oriented Perspectives Underlie Successful Corporate, Business, and Marketing Strategies, Corporate Strategy Decisions and Their Marketing Implications, Business Strategies and Their Marketing Implications, Understanding Market Opportunities, Measuring Market Opportunities: Forecasting and Market Knowledge, Targeting Attractive Market Segments.								15
2	Formulating Marketing Strategies and Implementation: Marketing Strategies for New Market Entries, Strategies for Growth Markets, Strategies for Mature and Declining Markets, Marketing Strategies for a Digitally Networked World, Organizing and Planning for Effective Implementation, Measuring and Delivering Marketing Performance.								15
3	Introduction to Branding: Customer-Based Brand Equity and Brand Positioning, Brand Resonance and the Brand Value Chain, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.								15
4	Brand Performance and Brand Equity: Developing a Brand Equity Measurement and Management System, Measuring Sources of Brand Equity, Measuring Outcomes of Brand Equity, Designing and Implementing Branding Architecture Strategies, Introducing and Naming New Products and Brand Extensions.								15
Practical content									
Text Books									
1	Orville C. Walker, Jr & John W. Mullins, Marketing Strategy A Decision Focused Approach, McGraw Hill Publications (8 th Edition).								
2	Kevin Lane Keller, Strategic Brand Management, Building, Measuring, and Managing Brand Equity, Pearson Publications (4 th Edition).								
Reference Books									
1	Cravens, D W. -Strategic Marketing, Homewood Illinois, Richard D. Irwin.								
2	Kaynak, E and Savitt, R. -Comparative Marketing Systems. New York, Praegar.								

3	Porter, M. E. -Competitive Advantage: Creating, Sustaining Superior Performance. New York, Free Press.
4	Aaker, David, A. -Managing Brand Equity. New York, Free Press.
5	Cowley, Don. -Understanding Brands,. London, Kogan Page.
6	Murphy, John, A. -Brand Strategy. Cambridge, The Director Books.
7	Steward, P. -Building Brands Directly. London, Macmillan.

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Marketing	
Semester		IV				Version		1.0.0.1	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IVA07RMA		Subject Name		RETAIL 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 Objective of this course to provide the learners with an overview of the retail concepts and insights on retail operations									
Learning Outcome:									
<ul style="list-style-type: none"> The student will be able to understand theoretical and applied aspects of retail management. The course aims to identify problems in retail management and come up with solutions to apply their managerial skills. Students will be able to understand analysis of store location, merchandising, products and pricing. Role of Information system in Retail business 									
Theory syllabus									
Unit	Content								Hrs
1	Overview of retailing environment. Definition, importance, functions and scope of Retailing; Evolution of Retail Competition, - The Wheel of Retailing, the Accordion, the Retail Life Cycle; Emerging Trends in Retailing; The Retail Scenario in India; Retail Formats. Types of Retail Outlets, Market structure and control; Planning and development. . Store Manager responsibility (What makes the perfect Retail Store Manager? A Sample profile sheet of a Store Manager in Retail Industry Strategic Planning in Retailing: Situational analysis, Objectives, Identification of Consumer Characteristics & Needs, Overall strategy, Specific activities, Control, Feedback, A Strategic Planning Template for Retail Management, The Retail Value Chain								15
2	Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non-store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Retail promotions-Staying ahead of competition. Retail store location-Traffic flow and analysis-population and its mobility- exteriors and layout-Customer traffic flows; Trading-area analysis; Site selection; Store design and layout; Display								15
3	Managing retail business: Retail organization and HRM; Operations management: financial and operations dimensions; Supply Chain Management-Warehousing-Role of IT in supply chain management. Merchandise Planning-Stock turns, Credit Management, Retail Pricing, Return on per sq. feet of space. Managing retail services; Service characteristics; Branding: perceptions of service quality. Delivering the product: Retail Information Systems; Developing and implementing plans; People in retailing; Out-of-store retailing: different types.								15
4	International retailing: Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management. Emerging formats-Issues and Options; Retail Equity, Technology in Retailing. Importance of IT in Retailing, Integrated Systems and Networking, EDI, Electronic Retailing Integrating and Controlling the Retail Strategy: Integrating the retail strategy, control using the Retail Audit, Illustrations of Retail Audit forms								15

Practical content	
Text Books	
1	Levy IM. And Weitz B.A (2004), <i>Retailing Management</i> , 5th ed., Tata McGraw Hill.
Reference Books	
1	Levy IM. And Weitz B.A (2004), <i>Retailing Management</i> , 5 th ed., Tata McGraw Hill.
2	Berman B. Evans J. R. (2004), <i>Retail Management</i> , 9 th Edition, Pearson Education.
3	Bajaj C; Tuli R., Srivanstava N.V. (2005), <i>Retail Management</i> , Oxford University Press, Delhi.
4	Dunne P.M, Lusch R.F. and David A. (2002), <i>Retailing</i> , 4 th ed., South-Western, Thomson Learning.
5	Newman A J and Cullen P- <i>Retailing: Environment and Operations</i> (Vikas, 2002)
6	Varley R and Rafiq M- <i>Principles of Retail Management</i> (Palgrave, 2004)
7	Lamba- <i>The Art of Retailing</i> (Tata McGraw-Hill, 2001)

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FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		Finance	
Semester		IV				Version		1.0.0.0	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		IVA04BFI		Subject Name		BEHAVIOURAL FINANCE			
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 theories.									
Objectives: Using the knowledge of behavioural finance to predict and solve numerable financial decisions at corporate level management									
Learning Outcomes:									
<ul style="list-style-type: none"> • Analyse the market anomalies and apply in financial decisions <ul style="list-style-type: none"> ▪ Explore behavioural corporate finance, considering financial, investment and dividend policy decisions and contrasting traditional and behavioural approaches. • Apply knowledge to infer about human decisions influencing their financial decisions in financial markets • Understanding recent trends and significance of behavioural studies about investors and forensic accounting 									
Theory syllabus									
Unit	Content								Hrs
1	Brief overview of rational finance and classical finance theories Challenging the classical assumptions of finance Financial market anomalies: Fundamental anomalies, Technical anomalies, Calendar or seasonal anomalies								15
2	Behavioural Finance: Introduction, meaning, nature, Assumptions, Meaning of heuristics and bias, Building blocks of behavioural finance, Prospect theory and mental accounting Important contributors: Daniel Kahneman and Amos Tversky, Richard Thaler, Robert J. Shiller, Michael Pompian, Parag Parikh								15
3	Theories of Behavioural Finance Concepts of Familiarity, Representativeness, Anchoring, Cognitive Biases, Emotional Biases, Dealing with biases, Overcoming the biases and debiasing Behavioural aspects of Investing								15
4	Neurofinance: Meaning and Future Adaptive Market Hypothesis Forensic Accounting: Meaning, introduction, Fraud theories, Tools in Forensic Accounting, Approaches to behavioural corporate finance, Market timing and catering approach, Issues related to valuation, dividend policy, mergers and acquisitions								15
Practical content									
Text Books									
1	Prasanna Chandra- Behavioural Finance (Tata McGraw-Hill)								
Reference Books									
1	M. M. Sulphey- Behavioural Finance (PHI)								
2	Richard M. Thaler- Advances in Behavioural Finance: Volume II (Princeton University Press)								
3	Williams Forbes- Behavioural Finance (Wiley)								
4	Parag Parikh- Value Investing and Behavioural Finance (McGraw-Hill)								
5	Herbert A. Simon, Massimo Egidi, Riccardo Viale, Fondazione Rosselli, Robin Marris- Economics, Bounded Rationality and the Cognitive Revolution (Edward Elgar Publishing)								

6	Mohnish Pabrai- The Dhandho Investor (Wiley)
7	James Montier- The Little Book of Behavioural Investing: How Not to be Your Own Worst Enemy (Wiley)
8	Shuchita Singh, Shilpa Bahi- Behavioural Finance (Vikas)
9	Sujata Kapoor, Jaya Mamta Prosad-Behavioural Finance (Sage)
10	Behavioural Finance: Insights into Irrational Minds and Markets, by James Montier
11	Pompian, Michael M. -Behavioural Finance and Wealth Management (Wiley)

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)

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.		Finance	
Semester		IV				Version		1.0.0.1	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IVA05WCM		Subject Name		WORKING CAPITAL 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: The students should possess basic understanding of financial terms and theories of Financial Management									
Objectives: The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management									
Learning Outcomes: <ul style="list-style-type: none"> Became aware about the Importance-Kinds-Factors determining working capital Learn Management of Cash and its motives Critically understand the fundamentals of Receivables Management and Inventory Management Learning Working Capital Control; Instruments of the International Money Market 									
Theory syllabus									
Unit	Content								Hrs
1	Concept of working capital management-Importance-Kinds-Factors determining working capital-Estimating working capital requirements, Working capital management practices in India								15
2	Management of Cash-Motives-Cash System-Cash Flow Management-Types of Collection Systems-Cash Concentration Strategies-Disbursement Tools; Forecasting Cash Flows; Managing Corporate Liquidity, Determining the Optimum Level of Cash Balances-Baumol Model, Beranek Model, Miller-Orr Model, Stone Model.								15
3	Receivables Management-Determining appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis Inventory Management-Kinds of Inventories, Benefits and Costs of Holding Inventories; Inventory Management and Valuation, Inventory Control Models; Short Term Financing.								15
4	Programming Working Capital Management; Integrated Working Capital Management and Capital Investment Processes; Monetary System; Money Market in India; Working Capital Control; Instruments of the International Money Market. Working capital and banking policy (Recommendations of Dahejja Tandon, Chore & Marathe & Kannan committees.) MPBF norms, Managing credit risk, Disbursement and follow up of working capital finance by bank Symptoms of Poor Working Capital Management • Treasury Management: Domestic and International								15
Practical content									
Text Books									

1	Working Capital Management (text and cases) - V.K. Bhalla- Anmol Publications Private Ltd.
Reference Books	
1	Hampton, J. J. and Wagner, C. L. - Working Capital Management, John Wiley and Sons.
2	Mannes, T.S. and Zietlow, J. T. - Short-term Financial Management, West Pub. Co.
3	Scherr, F. C. - Modern Working Capital Management, Prentice Hall.
4	Smith, K. V. and Galliger, G. W. - Readings on Short-term Financial Management, West Pub. Co

Evaluation scheme:

<u>Component:</u>	<u>Weightage:</u>
University Exam:	40% (As per Exam Scheme 60:40)
Mid Semester Exam:	As per Exam Scheme (30%)
Continuous internal evaluation:	As per Exam Scheme (30%)
Quiz	15%
Assignment & Viva	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.		Finance/ International Business		
Semester		IV				Version		1.0.0.1		
Effective from <i>Academic Year</i>			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		2IVA06IFM		Subject Name		INTERNATIONAL FINANCIAL 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										
To impart an understanding of the global corporate financial management environment with tools and techniques of financial decision-making.										
Learning Outcome:										
<ul style="list-style-type: none"> • Student will be able to analyses types of risks associated with international trade • TO make student aware about the foreign exchange market and its operations • To make students familiar with how exchange rates are determined in the market and how firms can manage their exchange rate risk and capitalize on anticipated exchange rate movement. • Identify and appraise investment opportunities in the international environment 										
Theory syllabus										
Unit	Content								Hrs	
1	Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.								10	
2	Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, hey hey spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination, forecasting, theories: Purchasing power parity, Interest rate parity etc. Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. Exchange Risk reduction: techniques: applications and their limitations. The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI. Relationship of Money market and foreign exchange market.								20	
3	Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Management of interest rate risk: interest rate options, currency options etc. Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations								15	
4	Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE. FDI and FII in India. Foreign Trade Contracts & Procedures: International Commercial Terms- Incoterms, Letters of Credit - Meaning and Mechanism, Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India.								15	
Practical content										
Text Books										

1	Shapiro- <i>Multinational Financial Management</i> (Prentice-Hall, 4 th edition) 2002.
Reference Books	
1	Apte- <i>International Financial Management</i> (Tata McGraw-Hill, 2002) 8 th ed.
2	Eiteman et al- <i>Multinational Business Finance</i> (Pearson Education) 2004,
3	Shapiro- <i>Multinational Financial Management</i> (Prentice-Hall, 4 th edition) 2002.
4	Sharan- <i>International Financial Management</i> (Prentice-Hall, 2 nd edition) 2003.
5	Vij M- <i>International Financial Management</i> (Excel books) ,2003.
6	Gupta, S.L.- <i>Financial Derivatives : Theory , Concept and Problems</i> , PHI.
7	Hull- <i>Options, Futures and other Derivatives</i> , Pearson.
8	Vohra, N.D. and Bagri, B.R.- <i>Futures and Options</i> , TMH.
9	David A. Dubofsky and Thomas W. Miller , J.R.- <i>Derivatives : Valuation and Risk Management</i> , Oxford

Note:

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GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	Finance			
Semester	IV				Version	1.0.0.1			
Effective from Academic Year		2021-22			Effective for the batch Admitted in			June 2020	
Subject code	2IVA07SFM		Subject Name		STRATEGIC FINANCIAL 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: The students should possess basic understanding of financial terms and theories of Financial Management									
Objectives: This course attempts to identify sources of competitive advantage and to devise financial strategies, which will serve as a link between a company's financial function and the overall goals.									
Learning Outcomes: <ul style="list-style-type: none"> • Have a good understanding of all key concepts in the corporate finance area • Understanding the financial problems faced by the firm today, their impact on other aspects of the firm's activities, and how to analyze and solve these problems • Conduct discounted cash flow calculations, including net present value, internal rate of return, and modified internal rate of return • Using various decision science tools to make sound financing and investment decisions. 									
Theory syllabus									
Unit	Content								Hrs
1	Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development Finance and the financial manager – comparing NPV with investment decision tools - Sensitivity analysis, Break even analysis, Monte Carlo simulation, Real option and decision trees - Corporate financing an market efficiency Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Methods								15
2	Overview of corporate financing – Leasing and Hire Purchase: Industry. Size and scope. Parties involved. Evaluation of Lease transaction. Types of lease and their implications. Hire purchase and lease- differences and implications for the business. Others: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities								15
3	Takeovers, mergers and Acquisition. Types of Mergers. Reasons for mergers, takeovers and Acquisitions. Legal and Procedural Aspects, Tax Implications. Cross border acquisitions and International acquisitions. Valuation: Financial Methodology, DCF valuation, Principle of valuation, Increasing value of the organization, calculating growth rate.								15
4	Corporate Restructuring: Introduction, concepts and framework, types of restructuring – Enhancing shareholder and corporate value through corporate restructuring – Key implementation issue and legal issue in corporate restructuring – Financial restructuring: Debt Restructuring, Equity restructuring, Portfolio restructuring, Split up of conglomerates, spin off and swaps.								15
Practical content									

Text Books	
1	Brealey and Myers, Principles of Corporate Finance (Tata McGraw Hill)
Reference Books	
1	Strategic Financial Management-Prasanna Chandra-Tata McGraw Hill Publishing
2	Financial Management-I M Pandey
3	Financial Management-M Y Khan
4	Financial Management- Khan and Jain
5	Mergers & Acquisition -Sudarshanam, PHI
6	Takeovers, Restructuring and Corporate Governance -Weston, Siu & Johnson, Pearson
7	Strategic alliances- Shiva Rama- Response Books.
8	Mergers, Restructuring & Corporate Control -Weston, Chung, Hoag, PHI.
9	Financial Engineering -Marshal J.F., Bansal V.K., PHI.

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:

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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	IV				Version	1.0.0.0			
Effective from Academic Year		2021-22			Effective for the batch Admitted in			June 2020	
Subject code	IVA04TMA		Subject Name		Talent 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-requisite:									
Objective:									
The objective of this course is to create awareness and understanding among students about the procuring and managing global talent									
Learning Outcomes:									
On successful completion of the course, the students will be able to:									
<ul style="list-style-type: none"> The objective of the course is focused on the attraction, acquisition, and retention of talent in organizations in the global world. The course will focus on the alignment of the talent management process with the business strategies and objectives, culture, and people management. The course will focus on the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual level. The course will cover the negotiation problems that managers may face in decision-making processes. 									
Theory Syllabus									
Unit	Content								Hrs
1	Attracting Talent Easy-to-Use Approaches to Attract Top Talent, Seven Maxims to Guide Talent Attraction, Creating a Magnetic Workplace That Attracts Talent								15
2	Engaging Talent Preparing Talent Through Onboarding, Essentials of World-Class Onboarding, Designing In boarding (Onboarding for Internal Transfers), How to Build a Culture of Engagement, Transforming Reward Into a Strategic Contributor to Talent Management, Organizational Culture as a Foundation for Retention								15
3	Optimizing Talent Adopting a More Dynamic Approach to Performance Management, Engaging Leaders in Performance Management, Stand Out: Next-Generation Performance Management, Talent Analytics and Reporting, Making Talent Analytics and Reporting a Decision Science, The Age of Big Data and Talent Analytics								15
4	Growing Talent Adapting to Changing Workforce Policy Issues, Talent Building in Motion: More, Better, Sooner, Strategic Performance Learning: How to Rethink Thinking, Building a Leadership Development Strategy, Talent Managers as Change Agent, Action Learning: Simultaneous Development and Succession Planning								15
Exam: Theory 100%, Numerical 0%									
Text Books:									
1	ATD Talent Management Handbook. American Society for Training and Development. Bickham, T. (Ed.). (2015). ATD Publications								
2	One Page Talent Management: With New preface: Eliminating Complexity, Adding Value By Marc Efron and Miriam Ort, Harvard Business Review Press (2018).								
Reference Books:									

1	Reinventing talent management: Principles and practices for the new world of work. Lawler, Edward E., Berrett-Koehler Publishers, 2017.
2	Make your people before you make your products. People Management, Turner, P. A., & Kalman, D., Wiley Publication, 2009.
3	Best practices in talent management: how the world's leading corporations manage, develop, and retain top talent, Goldsmith, Marshall, and Louis Carter, John Wiley & Sons, 2009.
4	Practices for engaging the 21st century workforce: Challenges of talent management in a changing workplace. Castellano, W. G. (2013), FT Press.
5	Aha Moments in Talent Management: A Business Fable with Practical Exercises. Allen, M. (2014). American Society for Training and Development.
6	A Framework for Human Resource Management, Dessler Gary, Pearson Publication 7th Edition.
Online Resources:	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	Master of Business Administration				Branch/Spec.	Human Resources Management			
Semester	IV				Version	1.0.0.1			
Effective from Academic Year	2021-22				Effective for the batch Admitted in	June 2020			
Subject code	2IVA05LEH		Subject Name		LEGAL ENVIRONMENT OF HRM				
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 to acquaint the students with the legal issues related to and affecting Human Resource Management.									
Learning Outcomes:									
<ul style="list-style-type: none"> • Student will understand various laws related to workforce management • Student will able to understand Compliances required under these laws • Student will understand the implications of non-compliance by organisations • Student will understand the regulatory framework, structure and process of workmen related laws 									
Theory syllabus									
Unit	Content								Hrs
1	Labour Legislation: Need, objectives scope, growth of labour legislation in India. Legislations on working conditions-Factories Act, 1948, Mines Act, 1952, Contract Labour (Regulation & Abolition) Act, Child Labour (Prohibition & Regulation Act-1986, Interstate Migrant Workmen (RECS)-1979. Sexual Harassment at Workplace: Prevention, Prohibition and Redressal Act, 2013. The Model Standing Orders Act, 1946; The Bombay Shops and Establishment Act,1948.								15
2	Legislations concerning wages- Minimum wages Act, 1948, Payment of wages Act, 1936, payment of Bonus Act 1965, Equal Remuneration Act, 1976, Wage Bill Code 2019								10
3	Social Security Legislations: The workmen's compensation Act, 1923, Employees' state insurance Act, 1948, The Employees Provident Fund Act, 1952, Maternity Benefit Act 1961, payment of Gratuity Act 1972, EPF Act-1952 and 1995.								15
4	Industrial Relations Legislations: Indian Trade Union Act 1926, Industrial Employment standing order Act 1946, Industrial Dispute Act, 1947, Regulatory Structure and process								15
Practical content									
Text Books									
1	Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)								
Reference Books									
1	Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)								
2	Sinha, & Shekar - Industrial Relations, Trade Unions, and Labour Legislation (Pearson Education)								
3	Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4 edition) 2000.								
4	Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003).								
5	Kapoor N.D – Labour Laws, Sultan chand.								
6	Malhotra O.P. – The law of Industrial Disputes – Vol –I and II,								
7	Mallik P.L. – Handbook of Industrial Law, Eastern Book .								
8	Ratna Sen - Industrial Relation in India – Macmillan.								
9	Saini, Debi S- Redressal of Labour Grievances Claims and Diputes, Oxford & IBH.								
10	A.M. Sharma – Industrial Jurisprudence & Labour Legislation, Himalaya								

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spe c.		Human Resources Management	
Semester		IV				Version		1.0.0.1	
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IVA06SHR		Subject Name		STRATEGIC HUMAN RESOURCES 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 the Role and application strategy in Human Resource Management									
Learning Outcomes:									
<ul style="list-style-type: none"> • Student will understand role of Strategic HR in Business world • Student will able to understand the alignment between HR strategy with overall Corporate Strategy • Student will understand various Strategic HR models for dynamic organisational context • Student will understand strategic incorporation in different traditional functions of HR 									
Theory syllabus									
Unit	Content								Hrs
1	The HRM Environment: Evolution of HRM, HRs New Role Orientation, HRM for Competitive Advantage, HR and Organizational Performance.								15
2	Investment perspective of HR: Investment in Training & Development, Investment Practices for Improved Retention, Non-traditional Investment Approaches: Investment in Disabled Employees, Employee Assistance Programmes etc.								15
3	Strategy and HR Planning: Importance of Human Resources to Strategy, Overview of Theoretical Foundations of Strategic Concepts, Strategy Driven Role Behaviours and Practices, Integration of Strategy and HR planning.								15
4	Strategy Implementation and Workforce Utilization: Selection of Employees, Strategically Oriented Performance Management and Compensation Systems. The Role of Strategic HR Leader, Future Roles and Leadership Competencies, Managing Workforce Diversity, Cultural Issues of Expatriates, Strategic Industrial Relation, Strategic Merger and Acquisitions and Outsourcing, Managing Careers and Work-Life Integration, Strategic HR Issues and Challanges								15
Practical content									
Text Books									
1	Kandula S. R. (2001). Strategic Human Resource Development. Eastern Economy Edition, PHI.								
Reference Books									
1	Kandula S. R. (2001). Strategic Human Resource Development. Eastern Economy Edition, PHI.								
2	Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Macmillan								
3	Mello, J. A. (2002). Strategic Human Resource Management. Thompson Learning.								
4	Rothwell, W. J., Prescott, R. K. & Taylor, M. W. (2005). Strategic Human Resource Leader. Jaico.								
5	Purcell, J. (2001). Human Resource Management: A Critical Text. London: Thompson Learning.								
6	Armstrong, M., Armstrong's Handbook of Strategic Human Resource Management. Kogan Page Publishers								

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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		IV				Version		1.0.0.1		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		2IVA07IHR		Subject Name		INTERNATIONAL HUMAN RESOURCES 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 makes students understand different conceptual frameworks and techniques for International Human Resource Management in Multicultural settings.										
Learning Outcomes:										
<ul style="list-style-type: none"> • Student will understand various context of human resource management in international context • Student will able to understand leadership style and communication practices across world • Student will understand various International human resource approaches and practices in multi country settings • Student will understand the concept of labour welfare, principles and approaches labour welfare and labour welfare across nations 										
Theory syllabus										
Unit	Content								Hrs	
1	Global Business Environment and Human Component: Global Business Environment and Human and Cultural variables and Cross cultural differences and managerial implication Hofstede study.								15	
2	Cross Cultural management: Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation, Leadership Style in USA, Japan, China and India								10	
3	International human resource management: Approaches; International Recruitment and Selection, Dual Career Couple, Female Performance Management and Training and Development, International HRM roles in multinational organizations, Expatriate problem, International Compensation and Benefits, Repatriation.								20	
4	Key issues in International Labour Relations: International Industrial Relations and the Global Institutional Context, HRM practices in countries especially in Japan, Germany, Netherlands, Scandinavian Countries, and USA, HR Issues and Activities in International Joint Ventures, HR Issues and Activities in International Mergers & Acquisitions, Issues, Challenges & Development in International HRM								15	
Practical content										
Text Books										
1	Dowling, P. J., Festings, M., and Engle, A., International human resource management: Managing people in a multinational context. Cengage Learning.									
Reference Books										
1	G. Hofstede – Cultures Consequence; International Differences in Work related Values – Sage.									
2	Briscoe, D., Tarique, I., & Schuler, R., International Human Resource Management: Policies and Practices for Multinational Enterprises. Routledge									
3	Tayeb, M., International Human Resource Management: A Multinational Company Perspective. Oxford University Press									
4	Mangaraj, S.,- Globalization and Human Resource Management, Excel Books.									
5	S. C. Gupta- Text book of International HRM-Macmillan.									

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GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.		International Business		
Semester		IV				Version		1.0.0.0		
Effective from Academic Year			2021-22			Effective for the batch Admitted in			June 2020	
Subject code		IVA04ECO		Subject Name		E-COMMERCE				
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 : To make the students understand the usage of E commerce to enhance the prospects of the conducting the business abroad.										
Learning Outcomes:										
On successful completion of this subject the student will be able to										
<ul style="list-style-type: none"> Understand the usage of e-commerce in achieving business competitive advantage. Analyse the impact of secured e-commerce practices on value creation. Implementation of e-commerce business models at global level Use and apply E CRM practices for generating revenues 										
Theory syllabus										
Unit	Content								Hrs	
1	Overview of E-Commerce · Introduction: Definition, Functions, Significance and Scope of E-Commerce; E-Business Vs. E-Commerce; · Features of E-Commerce Technology; Advantages and Disadvantages of E-Commerce; Growth of Ecommerce in India · Types of E-Commerce: B2C, B2B, C2C, Social ECommerce, M-Commerce, Local E-Commerce								15	
2	E-Commerce Business Models · Key Elements of Business Models; · Major Business - To – Consumer (B2C) Business Models: E-tailer, Community Provider, Content Provider, Portal, Transaction Broker, Market Creator, Service Provider · Major Business - To – Business (B2B) Business Models: E-Distributor, E-procurement, Exchanges and Industry Consortium								15	
3	E-Commerce Security and Electronic Payment Systems · Dimensions of E-Commerce Security; Key Security Threats in the E-Commerce Environment; · Technology Solutions: Tools available to achieve site security; · Features of traditional Payment Systems; Major ECommerce Payment Systems;								15	
4	E-CRM and SCM in E-commerce · Supply Chain Management in E-commerce: Procurement process and Supply Chain; Benefits of ESCM; Components of E-Supply Chain; · E- Customer Relationship Management: Importance of Customer Relationship Management; Need of ECustomer Relationship tools; Components of CRM; Benefits of E-CRM								15	
Practical content										
Text Books										
1	Kenneth C. Laudon & Carol G. Traver E-Commerce: Business, Technology, Society Pearson Education Latest Edition									
Reference Books										
1	C.S.V. Murthy E-Commerce: Concepts, Models, Strategies Himalaya Publishing House Latest Edition									
2	P.T. Joseph, S.J. E-Commerce: An Indian Perspective PHI Learning Private Limited Latest Edition									
3	Harvey M. Deitel, Paul J. Deitel & Kate Steinbuhler E-Business & ECommerce for Managers Pearson Education Latest Edition									

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		Master of Business Administration				Branch/Spec.		International Business	
Semester		IV				Version		1.0.0.1	
Effective from <i>Academic Year</i>			2021-22			Effective for the batch Admitted in			June 2020
Subject code		2IVA07GSC		Subject Name		GLOBAL 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 objective of the subject is to aware the students about various decisions related to design of network of supply chain and its strategy.									
Learning Outcome:									
<ul style="list-style-type: none"> To understand strategies needed to design supply chain for different types of product categories To be able to understand the design and transportation of network of Supply chain To understand concept of demand and supply management from supply chain perspective Understanding the role of IT in supply chain 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction of Logistics & SCM with strategic framework: Understanding Logistics and Supply chain: process view of supply chain, 3 PLs, 4PLs, Supply chain Strategy and performance: Competitive and supply chain strategy, Functional supply chain, Responsive supply chain, Product type and supply chains, customer service and cost trade off, Pull-Push boundary of supply chain, Supply chain Drivers: Six drivers of supply chain, Facilities, Inventory, Transportation, Price, Sourcing, Information.								15
2	Designing Global Supply Chain Network and Transportation: Factors affecting distribution network, Facility location and capacity allocation, Role of transportation in supply chain, Modes of transportation and their characteristics, Design options for transportation network: Direct shipment, Direct shipping with milk run, Shipment via Distribution, Shipping via crossdocking, Hub and spoke model, Vehicle scheduling with Saving algorithm.								15
3	Demand and Supply Management: Introduction of Forecasting, Components of forecast, approach to forecasting, Time series demand forecasting methods- static and adaptive forecasting. , Managing economies of scale in supply chain: cycle inventory, Managing uncertainty in supply chain: safety inventory, Echelon inventory, inventory Coordination and integration in supply chain, lack of coordination in supply chain and bullwhip effect, Remedial strategies to counteract demand distortions across supply chains, Supply chain external integration: Vendor managed inventory, collaborative planning forecasting and replenishment, Supply chain restructuring								25
4	IT and Global Supply chain E-supply chain management, IT and global supply chain, Supply Chain Performance Management system, Green Supply chain								5
Practical content									
Text Books									

1	Supply Chain Management- strategy, planning and operations-Sunil Chopra and P. Meindl, and D V Kalra, Pearson, 2016
Reference Books	
1	Business Logistic Management – R.H. Ballou
2	Logistic Management & World Seaborne Trade – K. Muthaiah, Himalaya Publishing House Ltd., Latest edition
3	Logistics in International Business-- Rajiv Aserkar, Shroff Publication And Distribution Ltd., Latest edition
4	Supply Chain Management – Janat Shah, Pearson education , 2016
5	Supply Chain Performance Management—S. Jaikrishna,, Icfai Unit Press, Latest edition
6	Logistics &Supply Chain Management-- Raghoramay,, MacMillan India Ltd, Latest edition
7	Logistics Management—Donal J. Bowersok , Tata McGraw Hill Publication, Latest edition

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.		Entrepreneurship		
Semester		IV			Version		1.0.0.0		
Effective from Academic Year			2020-21		Effective for the batch Admitted in				June 2020
Subject code		IVA04PFA		Subject Name		Project Management and Feasibility Analysis			
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"> To understand the concept of project and steps in project management To enable the students to prepare business proposals and To enable the students to evaluate the Project feasibility 									
Theory syllabus									
Unit	Content								Hr
1	Project – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints								6
2	Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.								11
3	Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.								12
4	Developing a Project Plan - Developing the Project Network – Constructing a Project Network (Problems) – PERT – CPM – Crashing of Project Network (Problems - Case Study) – Resource Levelling and Resource Allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – Control Issues – Project Audits – the Project Audit Process – project closure – team, team member and project manager evaluations								11
5	Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.								5
Practical content									
Text Books									
1	<i>Prasanna Chandra, Project planning analysis, selection, implementation & review, ISBN0-07-462049-5, 2002 2.</i>								
2.	<i>Harold Kerzner, Project Management a system approach to planning scheduling & controlling, CBS publishers and Distributors,2002.</i>								

Reference Books	
1	<i>Arun Kanda, PROJECT MANAGEMENT, PHI, Delhi, 2011 Ramakrishna</i>
2	<i>Panneerselvam & senthilkumar, PROJECT MANAGEMENT, PHI, Delhi, 2009</i>
3	<i>Essentials Of Project Management, Phi, Delhi, 2010</i>
4	<i>Benington Lawrence, Project Management, McGraw-Hill, 1970.</i>
5	<i>Weist & Levy , A Management-Guide to PERT and CPM, Eastern Economy of PHI, 2002.</i>
6	<i>L.S.Srinnath, PERT & CPM, Affiliated East West Press Pvt.ltd, 2002.</i>
7	<i>Moder Joseph and Philips cerel R., Project management with PERT and CPM, 2nd Edition, New York VAN Norstrand, Reinhold-1976</i>

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

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FACULTY OF MANAGEMENT STUDIES

Programme	Master of Business Administration			Branch/Spec.	Entrepreneurship				
Semester	IV			Version	1.0.0.0				
Effective from Academic Year		2020-21			Effective for the batch Admitted in			June 2020	
Subject code	IVA05IPR		Subject Name		INTELLECTUAL PROPERTY RIGHTS				
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:

- To introduce fundamental aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries.
- To disseminate knowledge on patents, patent regime in India and abroad and registration aspects
- To disseminate knowledge on copyrights and its related rights and registration aspects
- To disseminate knowledge on trademarks and registration aspects
- To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects
- To aware about current trends in IPR and Govt. steps in fostering IPR

Theory syllabus

Unit	Content	Hr
1	Overview of Intellectual Property: Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret - IPR in India : Genesis and development – IPR in abroad - Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883, the Berne Convention, 1886, the Universal Copyright Convention, 1952, the WIPO Convention, 1967, the Patent Co-operation Treaty, 1970, the TRIPS Agreement, 1994	15
2	Patents - Elements of Patentability: Novelty , Non Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties - Patent office and Appellate Board	11
3	Copyrights: Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights	10
4	Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board	8
5	Other Forms of IP Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection Geographical indication: meaning, and difference between GI and trademarks – Procedure for registration, effect of registration and term of protection Plant Variety Protection Plant variety protection: meaning and benefit sharing and farmers' rights – Procedure for registration, effect of registration and term of protection	8

	Layout Design protection: meaning – Procedure for registration, effect of registration and term of protection	
6	Current Contour: India`s New National IP Policy, 2016 – Govt. of India step towards promoting IPR – Govt. Schemes in IPR – Career Opportunities in IP - IPR in current scenario with case studies	8
Practical content		
Text Books		
1	Nithyananda, K V. (2019). <i>Intellectual Property Rights: Protection and Management</i> . India, IN: Cengage Learning	
2	India Private Limited. Neeraj, P., & Khusdeep, D. (2014). <i>Intellectual Property Rights</i> . India, IN: PHI learning Private Limited.	
Reference Books		
1	Ahuja, V K. (2017). <i>Law relating to Intellectual Property Rights</i> . India, IN: Lexis Nexis.	
2	Subramanian, N., & Sundararaman, M. (2018). <i>Intellectual Property Rights – An Overview</i> . Retrieved from http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf	
3	World Intellectual Property Organisation. (2004). <i>WIPO Intellectual property Handbook</i> . Retrieved from https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf	
4	Reference Journal: Journal of Intellectual Property Rights (JIPR): NISCAIR	

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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		IV			Version		1.0.0.0		
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IVA06BRM	Subject Name		Business 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		4	Theory	60	40	100
Hours	4	0	0		4	Practical	-	-	-
Pre-requisites:									
Learning Outcome:									
<ul style="list-style-type: none"> This course will present management tools and frameworks to understand and identify risk. Emphasis will be placed on how improve a firm's risk position, and how to adapt an organization to deal with risk. 									
Theory syllabus									
Unit	Content								Hr
1	Risk, Risk Identification, Capital Impacts of Risk: What is Risk? How to Measure and Prepare for Risk in an Enterprise? Introduction to Risk and Uncertainty Risk Decisions for the Manager Risks in Operating an Enterprise Risk from a Financial Perspective: Capital Allocation and Risk Using Risk to develop statistical models								8
2	Market & Credit Risk – Evaluation of Assets and Asset Protection: Overview of models in market risk Value at Risk (VaR) Liquidity Risk Scenario Analysis Basel approach to Market Risk Introduction to Major Commodities Developing Monte Carlo Simulations in Risk , Modeling Default as a function of assets: Merton and Jarrow Models Credit Risk Ratings: Rating Systems, Financial Details Credit Risk in Consumer Lending: Credit Score-carding Basel Approach to Credit Risk Counterparty Risk and CDS issues								15
3	Political & Operational IT: Understanding Political and Sovereign Risk in Emerging Markets. The role of Credit Default Swaps as a measure of Country Risk. Trends in international risk management, implication for transfer risk. Operational Risk and IT Risks External Shocks Regulatory Risk Operational Risk – Your Supply Chain, Outsourcing IT-Risks – How technology can change your company Basel II definitions for Operational Risk Developing Monte Carlo Simulations In Operations in Risk								11
4	Human Systems and Their Risks to Organizations & Catastrophe Risk, Reputational Harm, Regulation and Impacts to the Enterprise: Organizational Implications of Operational Risk Management, Learning about your risks, reducing exposure and lack of information, Developing a strategy for dealing with risk, Catastrophe Risk, Reputational Harm, Regulation and Impacts to the Enterprise: Scenario Planning Trends in Operational Risk Impact to Firms ERM Frameworks								10
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								8
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	
Reference Books	
1	<i>Managing Risk in an Unstable World, Ian Breemer, HBR R0506B 2.</i>
2	<i>Smarter Offshoring, Diana Farrell, HBR # R0606E</i>
3	<i>Fundamentals of Enterprise Risk Management: How Top Companies Assess Risk, Manage Exposure, and Seize Opportunity John J. Hampton</i>
4	<i>Implementing Enterprise Risk Management: From Methods to Applications by James Lam</i>
5	<i>David A. Dubofsky and Thomas W. Miller, J.R.- Derivatives : Valuation and Risk Management, Oxford</i>
6	<i>Risk management & Insurance by S. Arunajatesan & T.R. Viswanathan, Macmillan</i>
7	<i>George Rajda, Principles of Risk Management and Insurance, Pearson education.</i>

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Programme	Master of Business Administration			Branch/Spec.	Entrepreneurship				
Semester	IV			Version	1.0.0.0				
Effective from <i>Academic Year</i>	2020-21			Effective for the batch Admitted in	Jan 2020				
Subject code	IVA07SEN		Subject Name	Social Entrepreneurship					
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:									
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	Introduction: Social Entrepreneurship- concepts and importance; characteristics of a successful social entrepreneur; Problems faced by social entrepreneurs, Difference between mainstream entrepreneurs and social entrepreneurs. Social sectors in India; Impact of culture, society, demographics, life style and behavioural aspect in social entrepreneurship. Role of society, media and government at large to develop social businesses. Real cases of first generation social entrepreneurs; Gujarati entrepreneur and contribution to India/ World.								15
2	Developing the Social Enterprise: Problem /gap identification for development of a socio business model; Social enterprise goals, objectives and mission; Business and revenue models, Threats to business models; Developing social enterprises' business plans- business plan summary, description of the enterprise, team- stake holders and volunteers; the market and industry, marketing and fund raising, financial plan, risk assessment, supporting documents, pitfalls.								15
3	Measuring Social value: Why Measure Value, How do we measure Value and social return on investment, organization effectiveness of social enterprise. Earned Income: Mobilizing resources, Income Sources								15
4	Donations and Government Income: Private Giving, Venture Philanthropy, government Subsidies. Entrepreneurial Fund Raising and Marketing: types of fund raising, fund raising strategies, volunteer recruitment and attrition, social enterprise marketing. Launch, Growth and Goal Attainment: Preparing for Growth, Social Enterprise growth strategies, Intrapreneurship and Entrepreneurial intensity, and The end of social enterprise process Understanding of ecosystem: Central and state –level institutions supporting social businesses in India; Government schemes for promoting social enterprise. Monetary and non-monetary benefits to founders and cofounders								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, Silje Julie J., and Bo T. Christensen., <i>She Ji: The Journal of Design, Economics, and Innovation</i> 3.4 (2018): 277-289.
4	“Design thinking: A method or a gateway into design cognition?.”, by Gabriela Goldschmidt, <i>She Ji: The Journal of Design, Economics, and Innovation</i> 3.2 (2017): 107-112
5	“Design thinking: past, present and possible futures.”, by Johansson-Sköldberg, Ulla, Jill Woodilla, and Mehves Çetinkaya., <i>Creativity and innovation management</i> 22.2 (2013):121-146.
6	“Wicked problems in design thinking.”, Richard Buchanan, <i>Design Issues</i> , Vol. 8, No. 2, (Spring 1992), 5-21

Note:

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CE= Continuous Evaluation, SEE= Semester End Examination

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Programme	Master of Business Administration				Branch/Spec.	Supply Chain Management			
Semester	IV				Version	1.0.0.0			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	IVA04ITD		Subject Name		INDIRECT TAX AND DOCUMENTATION				
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 module has been designed to make the students aware about the documentation part involved logistics.									
Learning Outcome:									
On successful completion of the course the students would be able to:									
<ul style="list-style-type: none"> • Understand the operations related documents and their purpose, common documents, and documentation management as an integral part of operations. • Understand the tax system in country. • Understand the GST structure • Understand the impact of GST structure on various sectors like E commerce, MSME, IT, ITES 									
Theory syllabus									
Unit	Content								Hrs
1	Operations related documents; Invoice, Purchase Order, Waybill, Delivery loading/un-loading Tally, delivery vehicle trip sheet, Vehicle Arrival Report								15
2	Type of document: Bill of lading, receiving report location report, over short & damaged freight (OS & D), Non-negotiable warehouse receipt, Pick ticket, Electronic (RF) Pick Document/ Ticket. Special Documents: Defence goods related documents, Exhibition goods related documents, Accident Breakdown								15
3	Introduction of Indirect tax in India, Indirect tax during pre reforms, Indirect taxes in post reform (Reforms as per GST)								15
4	Introduction to GST Structure: IGST, CGST, SGST Compensation to UT/State Law, Cess Rules, SEZ export rules, Composition Levy, Input tax credit composition scheme, GST on Sectors: E- commerce, MSME, Exports, IT, ITES.								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	Indirect Tax Laws by - CA Yogendra Bangar								
2	Goods & service tax by- CA Rajat Mohan								

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Programme	Master of Business Administration				Branch/Spec.	Supply Chain Management			
Semester	IV				Version	1.0.0.0			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	IVA05WMC		Subject Name		WAREHOUSE MANAGEMENT & COMMERCIAL GEOGRAPHY				
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 get familiar with warehousing its elements, functions, operations and major trade routes, ports and trade blocs.									
Learning Outcome:									
On successful completion of the course the students will be able to:									
<ul style="list-style-type: none"> • Understand elements, principles, functions and types of the warehouse. • Strategize the warehousing function to meet consumption requirement and deployment of marketable goods • Apply various modes of transportation • Understand major trade routes, ports and major trading commodities 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction: Introduction to Warehousing, Evolution of Warehousing, Strategic Warehousing; Types of Warehouses & Storage Policy; Elements & Principle of Warehouse Design; Significance of Warehouse in SCM,								12
2	Functions & Operations: Functions of Warehouse, Warehouse Operations; Centralized and Decentralized, Storage Systems; MHEs Safety & Security, Warehouse Management Systems								12
3	Transportation and world overview: Modes of transportation and their advantages and disadvantages- water transport and its significance; continents and countries, seas and oceans, location of different ports and canals; Physical geographical features-climate, winds, tides, currents and seasons of bad weather and their influence on shipping- Time Zones								12
4	Loadline & Major Trade Routes: Concept of Daylight saving time; Major ocean routes- features and patterns of Trade-; major waterways and canals and their influence on shipping ; Load line zones and their importance								12
5	Ports and major trading commodities: ports & their hinterland- functions of ports- types of ports- major ports of the world and their principal trades; Commodities transported by sea- raw materials and minerals, agricultural commodities, crude oil and oil products, finished goods and other cargoes- sources and destinations of such cargoes, Trade Blocs: Trade blocs- EU, EFTA, OAU, NAFTA, OECD, ASEAN, LAFTA, SAARC, CIS, APTA, GCC, OPEC								12
Practical content									
Text Books									
1.	Warehouse Distributions and Operations Handbook by - David Mulcahy								
2	Excellence in Warehouse Management by - Stuart Emmett Selecting								
3	Commercial Geography- S.D.Paranjpe								
4	The Geography of Transport systems- Jean Paul Rodrigue								
Reference Books/Websites									

GANPAT UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

Programme	Master of Business Administration				Branch/Spec.	Supply Chain Management			
Semester	IV				Version	1.0.0.0			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	IVA06POE		Subject Name		PRINCIPLES OF ERP				
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 course is designed to provide basic knowledge & understanding of typical ERP systems, and the advantages and limitations of implementing such systems;									
Learning Outcome:									
On successful completion of the course the students will be able to :									
<ul style="list-style-type: none"> • Understand the basic concepts of ERP systems for manufacturing or service companies. • Develop students' skills in ERP systems: the principles of ERP systems, their major components, and the relationships among these components; • Apply ERP principles for delivering improved service experience, enhance competitiveness, improve efficiency and automate the processes. • Apply ERP for understanding real time information regarding various strategies of business field 									
Theory syllabus									
Unit	Content								Hrs
1	Development of ERP systems: Functional area information systems; Evolution of information systems; ERP software emerges: SAP and R/3; ERP for mid-sized and smaller companies; Choosing consultants and vendors; Significance and benefits of ERP software and systems								10
2	Marketing Information Systems and Sales Order Process: Sales and Distribution in ERP; Standard order in SAP ERP; Customer Relationship Management (CRM)								10
3	Production and SCM Information systems: Production Planning Process: SAP ERP Approach to Production Planning; MATERIALS REQUIREMENTS PLANNING (MRP); ERP and Suppliers: Accounting in ERP: Accounting Activities, Operational Decision-making Problem: Credit Management; Product Profitability Analysis, Management Reporting with ERP systems								10
4	HR Process with ERP: Human Resources with ERP software; Advanced SAP ERP Human Resources features, Additional Features								10
5	Process modelling, process improvement, and ERP Implementation: Process Modeling, Process Improvement, ERP work flow tools, Implementing ERP systems; Implementation and Change Management								10
6	RFID, Business intelligence, Mobile computing, Cloud: Radio Frequency Identification (Rfid) Technology; Business Intelligence/Business Analytics; In-Memory Computing, Mobile Computing; From Internet-Enabled To Cloud Computing								10
Practical content									
Text Books									
1.	Concept of Enterprise Resource Planning, Fourth Edition, Monk & Wagner								
2.	Enterprise Resource Planning a Managerial Perspective by - D P Goyal								
Reference Books/Websites									

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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	IV				Version	1.0.0.1			
Effective from Academic Year			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IVA08MHS		Subject Name		MANAGING HOSPITALITY 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:									
Objective: The Objective of the course to familiarize the students with the tourism and hospitality Industry									
Learning Outcome:									
<ul style="list-style-type: none"> MHS helps to equip candidates with the knowledge of hospitality management and the services offered To enable candidates to distinguish between different departments of a hotel and to explain basic functions of each. Student will be able to learn about the operations and legal formalities associated with hospitality business To provide skills to manage in a rapidly changing computerized environment and its effect in the hospitality industry. 									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to the Hospitality Industry: Definition and structure of Hospitality Industry (introduce include all sub-sectors of hospitality industry), Organization structure of a large hotel in the luxury category (Make special explores on department & staff hierarchy), Hotel classification on-size, ownership & star classification system, International Trends in hotel and resort development (Illustrate through appropriate case studies and discussions). Guest cycle: concept of Guest ology. Maintain standard of etiquette and hospital conduct in first unit (Case Study on "Job Satisfaction research in the field of hospitality and tourism)								15
2	The Rooms division Functions of the Rooms Division & Organizational Structure (A overview of Front Office dept. and Housekeeping dept.), Types of Rooms and in-room facilities in various categories of hotels, Basis of charging room rates, mechanics of pricing and issues that influence pricing decision. Forecasting & Yield Management: Forecasting criteria, Measuring Yield, Yield Statistics. Managing customer satisfaction through quality services by different depts. of the hotel. (Customer Value and Satisfaction- Five gap model of service quality – Retaining customers, handling customer complaints- Relationship marketing – Monitoring and measuring customer satisfaction)								15
3	The Food & Beverage Division Functions and organization chart of the F & B Dept, Types of food service and catering establishments types of restrutures, fight catering, and institutional catering school mid-day meals, industrial catering; Food & Beverage cost controls: Introduce the control function, budgeting and cost-volume-profit analysis.								15
4	Hospitality Law and Hospitality Automation Objectives need for law, principal & secondary sources, Sarai Act-1867, Consumer protection Act-1986, the prevention of food Adulteration Act-1954, The water (prevention and control of pollution) Act-1981, Licenses and permits for hotels & restaurant, procedures renewal, suspension & termination. The application of computer in various departments of the Hotel, The case study on the Automation of the Hospitality Industry: F.O, H & K & F & B. Hospitality Industry in Pandemic Situation (Impact on Hotel Industry, Effect on countries like India,								15

	Europe, China etc., Impacts on Jobs in hospitality, Opportunities to upgrade skills, other innovations, five important ways the covid-19 pandemic has changed the Travel and Hotel Industries	
Practical content		
Text Books		
1	Hotel Management Theory-Dr. B.K.Chakravarti APH Publishing Corporation	
Reference Books		
1	Hotel Management Theory-Dr. B.K.Chakravarti APH Publishing Corporation.	
2	The Hospitality Industry, Tourism & Europe-Rhodri Teare with Debra Adams.	
3	Marketing in Hospitality and Tourism-Richard Teare, Joset A. Mazanec, Simon Creawford Information Technology in the Hospitality Industry Martin Peacock	
4	New directions in Hospitality and tourism-Richard Teare.	
5	Managing Projects in Hospitality Organizations-Richard Teare with Debra Adams	
6	The management of food service operations-Peter Jones & Paul Merricks	

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.	Marketing/Finance/Human Resources Management/International Business			
Semester	IV				Version	1.0.0.0			
Effective from Academic Year			2016-17		Effective for the batch Admitted in			June 2016	
Subject code	IVA08RMA		Subject Name		RURAL 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:									
Learning Outcome:									
The objective of the course is to explore the students to rural market environment and emerging challenges in the globalization of the economics.									
Theory syllabus									
Unit	Content								Hrs
1	Nature, Characteristics and the potential of rural markets in India, Socio-Cultural economic & other environmental factors affecting rural marketing.								15
2	Attitudes and Behaviour of the rural consumers and farmers; Marketing of Consumer durables and non-durable goods and services in the rural markets with special reference to product planning, Media Planning, Planning of Distribution channels and organizing personal selling in rural markets in India.								15
3	Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors; organization and functions of agricultural marketing in India. Classification of Agricultural products with particular references to seasonality and perishability, Marketing Structure and Performance. Processing facilities for different agricultural products.								15
4	Role of Warehousing; Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of Central and State Governments. Institutions and Organizations in agricultural marketing. Unique features of commodity markets in India. Problems of agricultural Marketing ; Nature, scope and role of Co-operative marketing in India.								15
Practical content									
Text Books									
1	Arora, RC. Integrated Rural Development, 1979. S. Chand, New Delhi								
Reference Books									
1	Arora, RC. Integrated Rural Development, 1979. S. Chand, New Delhi								
2	Kashyap & Raut, The Rural Marketing, Biztantra.								
3	Rudra, Ashok. Indian Agricultural Economics. Myths and Realities. 1982. Allied, New Delhi.								
4	Stalk, George. Competing Against Time. 1990 Free Press, New York.								
5	Mishra, SN, Politics and Society in Rural India. 1980. Inter India, Delhi								
6	Porter, Michael E. Competitive Strategy. 1980. Free Press, New York.								
7	Desai, Vasnat, Rural Development. 1988, Himalaya, Bombay.								

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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	IV				Version	1.0.0.1			
Effective from <i>Academic Year</i>			2021-22		Effective for the batch Admitted in			June 2020	
Subject code	2IVA08IMA		Subject Name		INSURANCE 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:									
Following the opening of the Insurance industry the terms, trends, thrusts and throughputs have been updated and accordingly the presentation of present position and progress of the Insurance sector have been focused in the course.									
Learning Outcome:									
<ul style="list-style-type: none"> Students will be able to review and assess general insurance and life insurance products available in the market. Student will be able to understand the role of IRDA for the protection policyholders interest Students will gain knowledge of the operations of insurers and will be able to understand the challenges of Insurance sector Explain the principles of insurance 									
Theory syllabus									
Unit	Content								Hrs
1	History of Insurance, Principles of Insurance, Rural & Social obligations, Actuarial Services, Practice of General Insurance, Product Profile, Reinsurance, Tariff Advisory Committee – relevance in current scenario, Life Insurance vs. General Insurance, Fire insurance & margining and their principles.								15
2	Registration of Insurance Companies, Government Control, Insurance Regulatory & Development Authority, Licensing of Insurance Agents & Surveyors, Loss Prevention Association, Less assessors Legal and Social Aspects: Legal aspects of Insurance contracts • Social aspects of insurance: Old age, survivors, disability, unemployment, medical expense benefits								10
3	Capital formation and insurance: Insurance as financial Intermediaries, insurance vs other financial intermediaries, privatization of insurance sector, Major challenges: Mindset, adequacy of capital, market related policies, cost consciousness, competitive strength, Technology, Global integration, marketing of insurance products, Direct marketing and company employees, Channels-Brokers, Franchisees, Bancassurance. PLUS, Study in Risk Management								15
4	Protection of Policy Holders Interests, Claims Management and claim settlement, Niche Areas – Health, Third party administrators and pension scheme implemented by insurance companies. Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business – Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Basic premium – Office yearly premium – Premium tables – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus.								20
Practical content									
Text Books									
1	Risk management & Insurance by S. Arunajatesan & T.R. Viswanathan, Macmillan								
Reference Books									

1	Mishra M.N.Modern concepts of insurance, Sultan Chand & Co Ltd.
2	George Rejda, Principles of Risk Management and Insurance, Pearson Education.
3	S. Balachandran, General Insurance, Insurance Institute of India
4	S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.
5	M. Y. Khan, Indian Financial System, Tata McGraw-Hill.
6	George Rajda, Principles of Risk Management and Insurance, Pearson education.

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FACULTY OF MANAGEMENT STUDIES										
Programme		Master of Business Administration				Branch/Spec.		Marketing/Finance/Human Resources Management/International Business		
Semester		IV				Version		1.0.0.0		
Effective from Academic Year				2016-17		Effective for the batch Admitted in				June 2016
Subject code		IVA08HRL		Subject Name		HEALTH RELATED LAWS AND ETHICS				
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 familiarize the students with the Health related Laws and importance of Ethical practices for Health Management.										
Theory syllabus										
Unit	Content								Hrs	
1	Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital.								12	
2	Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source.								12	
3	Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.								12	
4	Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case –Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.								12	
5	Laws pertaining to Manufacture and sale of Drugs: Drugs and Cosmetics Acts, 1940 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954 – Poison Act, 1919 – Legislation for Tobacco control.								12	
Practical content										
Text Books										
1	Dynamics of Industrial Relations – C.B.Memoria									
Reference Books										
1	The Law of Health Care Administrations – Stuart Showalter									
2	Dynamics of Industrial Relations – C.B.Memoria									
3	Industrial laws – N.D.Kapoor									

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