

SEMESTER I

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA		Branch/Spec.		Agribusiness				
Semester	I				Version	2.0.0.0			
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code	IA01MPO		Subject Name			MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR			
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			
Objective: To familiarise the students with the fundamental concepts of Management and highlight approaches in organisation behaviour, which helps to enhance employability									
Course Outcome: CO 1: The students get in depth knowledge of management concepts and principles like planning, organizing, coordination, and decision making. CO 2: The Students learn about the individual and group behaviour in an organisation. CO-3: the decision making ability of the students can escalate through various role play and case study base teaching pattern.									
Theory syllabus									
Unit	Content								Hrs
1	Concepts of Management & Manager, Managerial Functions, Skill, Task and Role of Manager, Levels of Management, Scientific Management Theory, Organisational Theory, Behavioural Theory, Integration Theory, Contemporary Issues in Management, Mc Kinsey's 7-S approach								8
2	Planning : Nature, Purpose, Types and Process for Planning , concepts and types of Objectives, Concept of MBO, MBE, MBWA, Policies, Procedures and Strategies Decision Making: Approaches, Decision Making under Certainty, Uncertainty and Risk, Group Decision Making, Guidelines. Organising: Introduction, Importance of Organizing, concepts of division of work, concepts and types of Departmentalization, Concepts and Types Span of control, Decentralisation, Sources and Types of Power, Delegation of Authority Line and staff authority. Coordination: Definition - Characteristics - Objectives - Principles – Techniques. Staffing: Concept, Importance in the Organization, Introduction to HR Management								14
3	Motivation - Elements - Importance - Methods – Morale; Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization								14

	<p>Leading and Leadership: Introduction, Theories, Characteristics of Leading, Importance of Leading, Functions of Leading, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership.</p> <p>Direction: Supervision, Span of Supervision, Factors: Graicuna's theory of span of management.</p> <p>Controlling: Introduction, Importance and Process, Critical Control Points Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges; Maintenance Vs Crisis Management, Overall Control Process.</p>	
4	<p>Individual Behaviour:</p> <p>Personality: Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Perception: Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others; Values, Attitudes and Emotions: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on Emotional Intelligence, Learning and its Applications in Organizations.</p>	10
5	<p>Group Behaviour:</p> <p>Group: Foundations – Group Process, Group Tasks, Types, Stages of Group Formation and Group Process, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations, Group Development</p> <p>Team: Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams</p> <p>Politics: Introduction, Causes and Consequences</p> <p>Conflict Management – Concept, Process, Case incidents</p> <p>Negotiation: Strategies and Process</p> <p>Organizational Culture: Concept, Creating and Sustaining Culture</p> <p>Stress Management: Concept, Sources and Consequences</p> <p>Change Management : Fundamentals of Change and Approaches</p>	14
Practical content		
Reference Books		
1	Aswathappa K., 'Organisational Behaviour', Himalaya Publishing House, New Delhi, 2005.	
2	Fred Luthans-'Organisational Behavior', McGraw Hill Publishing Company, New York, 2005.	
3	Gene Burton & Manab Thakur, 'Management Today-Principles & Practice', Tata McGraw Hill Public Company Ltd., New Delhi, 2005.	
4	Heinz Wehrich and Harold Koontz, Management – A Global Perspective, Tata McGraw- Hill Publishing Company Limited, 2000.	
5	James A.F. Stoner, R. Edward Freedom And Daniel R. Gilbert - 'Management', Prentice Hill Inc., New Jersey, 2002.	
6	Ramasamy.T. - Principles Of Management, Himalaya Publishing House, New Delhi, 2000.	
7	Reddy, Tripathi & Appannaih - Essentials Of Management, Himalaya Publishing, 2000.	
8	Robins, S.P., 'Management', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2004.	
9	Sharma.R.A - Organisational Theory & Behaviour, Tata McGraw-Hill, New Delhi, 2004.	

10	Srinivasan & Chunawalla - Management Principles and Practice, Himalaya Publishing House, 2004.
11	Uma Sekaran - Organisational Behaviour Text & Cases, Tata McGraw Hill Public Company Ltd., New Delhi, 2005.
12	V.S.P.Rao ,V.Hari Krishna "Management- Text and Cases", Excel Books, New Delhi 2009.

GANPAT UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

Programme	MBA	Branch/Spec.	Agribusiness						
Semester	I			Version	2.0.0.0				
Effective from Academic Year	2020-21			Effective for the batch Admitted in	June 2020				
Subject code	IAO2ACM		Subject Name	ACCOUNTING AND COSTING FOR MANAGERS					
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:

Objective: The objective of this course is to acquaint students with various concepts of accounting and highlight the decision-making and control focus of managerial accounting.

Course Outcome:

CO-1 to learn the concepts and theories of accounting and costing from managerial perspective.

CO-2: To learn about the Asset Valuation and Costing management

CO-3: To learn about the budgeting, its implementation, responsibility mapping and decision making

CO-4: To learn the neo-classical concept of decision making

Theory syllabus

Unit	Content	Hrs
1	Fundamentals of Accounting: Basic understanding of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance sheet and profit and loss account for non-corporate and corporate entities, Generally Accepted Accounting Principles- GAAPs and IFRSs, IAS, Foreign currency accounting, Inflation Accounting, Human Resource Accounting, Environment accounting.	12
2	Asset Valuation: Valuation of Tangible Fixed Assets, Depreciation on fixed assets, valuation of assets under finance lease and intangible assets, amortisation and asset impairment, Valuation of inventories, valuation of investments.	8
3	Costing for Managers: Role of Cost in decision making, Management Accounting and Cost Accounting as internal control tools, types of cost, cost concepts, full costing, overhead allocations, preparation of cost sheet. Marginal Costing: Cost, Volume, Profit analysis, P/V ratio, analysis and implications, Concept and uses of contribution, Breakeven point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and incremental costing:: concept, uses and applications, Method of calculation of these cost and its role in management decision making like sales, replacement, buying etc. Case Studies: The case studies that we will study in the course are as follows: Harvard Business School Cases: • Industrial Grinders • Mountain Man	14
4	Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.	12

	Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.	
5	Responsibility Accounting: Concept and various approaches to responsibility accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing Multinational transfer pricing, market based transfer pricing, cost-based transfer pricing,	8
6	Neo Concepts for Decision Making: Concept, distinctive features of Activity Based Costing, Cost Drivers, Cost of Activities, Cost object such as product, service, customer. Value Chain Analysis, Target Costing, Life Cycle Costing.	6
Practical content		
Reference Books		
1	Ambrish Gupta – Financial Accounting for Management: An Analytical Perspective (Pearson Education, 3 rd Edition 2009).	
2	S.K.Bhattacharya, John Dearden – Accounting for Management (Vikas Publishing House) Third revised Edition, 2008).	
3	Carl S. Warren, James M. Reeve, and Jonathan E. Duchac – Financial Accounting: Concepts, Methods, and Applications (Cengage Learning, 2009).	
4	Robert Anthony & Hawkins- Accounting Test and Cases, Richard D. Irwin London.	
5	S N Maheshwari, S K Maheshwari, A Text Book of Accounting for Management, Vikas Publishing, New Delhi	
6	N Ramchandran, Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw Hill, 2 nd Edition.	
7	Robert N Anthony, David F Hawkins, Kenneth A Merchant: Accounting: Text and Case, The McGraw- Hill companies, 12 th Edition 2007.	
8	Harrison and Horngren, Financial Accounting, Pearson Education, 6 th Edition 2008.	
9	P C Tulsian, Financial Accounting, Pearson Education, 2009.	
10	Pru Marriot, J R Edwards and H J Mellett, Introduction to Accounting, Sage South Asia Edition,	
11	Stice and Stice, Financial Accounting- Reporting and Analysis, Cengage Learning.	

GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		MBA		Branch/Spec.		Agribusiness				
Semester		I				Version		1.0.0.1		
Effective from Academic Year				2020-2021		Effective for the batch Admitted in			June 2020	
Subject code		IA03MAE		Subject Name		MANAGERIAL ECONOMICS				
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 course aims to learn and to understand the implications of various micro and macro economic concepts and theories in decision making for business.										
Course Outcome:										
CO-1: To familiar students with the concepts and analytical tools from micro economic theory that are useful to managers in making decisions at the firm level.										
CO-2: To learn the demand-supply analysis										
CO-3: To learn about the production function and its role in decision making										
CO-4: To lean about the market and its theories.										
CO-5: To learn the macro-economic concepts like money, inflation, employment and poverty.										
Theory syllabus										
Unit	Content									Hrs
1	Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.									10
2	Demand Analysis: Concept, Factors, Various Law of Demand, Demand Functions, Determinants of Demand. Elasticity of Demand-Price, Income, Cross, Derivation of market Demand, Economic and mathematical models including calculus. Demand Estimation and Forecasting- Concept, Objectives, Simple Linear Regression, Moving Average, Exponential Smoothing Techniques (including Numerical/ Cases applicable to Managers). Cardinal and Ordinal Approaches to Demand Analysis- Concepts, Indifference Curve, Budget Line, Consumer's Equilibrium, Law of Utility, Consumer surplus Supply Analysis: Concept, Theory and Law, Factors Affecting Supply									14
3	Theory of Production: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Law of Variable Proportion, Isoquants, budget Line, Producer's Equilibrium Theory of Cost: Concepts, Factors and theories of Cost, Short and Long Run functions- Relationship between various cost curves, Economies of Scale and Economies of Scope									12

4	Theory of Markets and market competition: Concept, Classification and Features of Market. Short run and Long run equilibrium of a firm under various markets. Strategic Behaviour of a firm- Prisoner's Dilemma – Price and Non-price Competition, Nash Equilibrium, Game Theory including Numerical. Alternative Objectives of Business Firms- Profit Maximization, Price Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods.	12
5	Introduction to Macro-Economics; National Income- Concepts, Calculating NI, Limitations and Issues in NI, Inflation- Concepts, Causes and Remedies, Types of Inflation Unemployment- Concept and Types Poverty- Concept, Types, Indicators and Poverty Line Consumption function, Investment function Theory of International Trade- foreign trade and foreign exchange rate functions, PPP Theory, Theory of Absolute and Comparative Cost Advantage, ADAS Model Money – Meaning, Money Function, demand and supply of Money with Numerical.	12
Practical content		
Reference Books		
1	Gupta, G.S., Managerial Economics: Micro Economic, McGraw Hill.	
2	Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.	
3	Truett & Truett (2004), Managerial Economics, John Wiley & Sons Inc.	
4	Petersen, H. Craig & Cris, L W (2004), Managerial Economics, Pearson Education.	
5	Chaturvedi, D.D. & Gupta S.L. (2003), Managerial Economics: Text & Cases, Brijwasi Book Distributors and Publishers.	
6	Salvatore, D (2004), Managerial Economics in a Global Economy, Irwin, Mc Graw-Hill.	
7	Dholakia, R.H. & Oza, A.N., Micro Economics for Management Students, OUP, New Delhi.	
8	Keating Berry and Wilson, J H., An Economic Foundation for Business Decision, Biztantra Publication, New Delhi.	

GANPAT UNIVERSITY										
FACULTY OF MANAGEMENT STUDIES										
Programme		MBA	Branch/Spec.			Agribusiness				
Semester		I			Version		2.0.0.0			
Effective from Academic Year			2020-21			Effective for the batch Admitted in			June 2020	
Subject code		IA04FMS	Subject Name		FINANCIAL MANAGEMENT AND STATEMENT ANALYSIS					
Teaching scheme					Examination scheme (Marks)					
(Per week)		Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
		L	TU	P	TW					
Credit		4				4	Theory	60	40	100
Hours		4				4	Practical			
Pre-requisites:										
Objective: The course aims to focus on the understanding of techniques and concepts and in showing their application to financial decision marketing situations.										
Course Outcome:										
Co-1: To learn the management of working capital in any of the industry										
CO-2: to learn about making the financial decision related to business and investment										
CO-3: To understand the financial statement in depth and learn to analyse it for decision making										
CO-4: The students shall be able to learn to analyse and interpret various financial statements.										
Theory syllabus										
Unit	Content									Hrs
1	Introduction: Concept of finance, scope and objectives of finance; Profit maximization vs. Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities. Introduction to Indian financial system- Meaning and classification of Financial Markets, Instruments, Institutions and Services									10
2	Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management.									10
3	Investment decision: Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis.									10
4	Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance; Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of equity share, preference share and debentures.									10

5	Dividend Decision: Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision .	8
6	Understanding and Analysis of Financial Statement: Corporate financial statements: Corporate Balance sheet, corporate profit and loss account, understanding and constructing corporate cash flow and Fund Flow statement, Understanding the financial reports- Auditors report and Directors report, corporate governance report. Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, Earning per share analysis, Ratio analysis.	12
Practical content		
Text Books		
1		
Reference Books		
1	Pandey I M- <i>Financial Management</i> (Vikas, Latest Edition).	
2	Van Horne- <i>Financial Management and Policy</i> (Pearson Education, 12 edition) 2003.	
3	Knott G- <i>Financial Management</i> (Palgrave, 2004)	
4	Khan and Jain- <i>Financial Management, Text, Problems & Cases</i> (Tata McGraw-Hill, Latest Edition)	
5	Prasanna Chandra- <i>Financial Management: Theory and Practice</i> (TMH), Latest Edition.	
6	Kirt C Butler- <i>Multi National Finance</i> (Vikas).	
7	R P Rustagi- <i>Financial Management</i> (Galgotia) 2000, 2 nd ed.	
8	Lawrence J. Gitman- <i>Principles of Managerial Finance</i> 2004, Pearson Education N. Delhi.	
9	Maheshwari, S.N.- <i>Financial Management – Principles & Practice</i> (Sultan Chand & Sons), Latest Edition.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA	Branch/Spec.			Agribusiness				
Semester	I				Version	1.0.0.1			
Effective from Academic Year				2020-21		Effective for the batch Admitted in			June 2020
Subject code		IA05MAM		Subject Name		MARKETING MANAGEMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical			
Pre-requisites:									
Objectives: This course develops the student's basic analytical skills, conceptual abilities, and substantive knowledge in marketing through exercise in decision making in a variety of real-life marketing situations. It is intended to be foundation for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.									
Course Outcome:									
CO-1: Students will understand scope of marketing and various concepts of marketing management.									
CO-2. It helps students to learn and understand Various bases of segmentation, identifying target market and positioning through various case studies and role plays.									
CO-3. It will help students to learn and understand how companies draft their marketing mix, branding and pricing strategies. Students will be able to analyse product life cycle various organizations through case study method.									
CO-4. Students will be able to understand various concepts of promotion mix such as advertising, personal selling, direct marketing. They will also be able to analyse the strategies by corporate for competitive advantage.									
CO-5: The students will be able to learn various innovative concepts to develop marketing strategies for challengers, followers and niches. Students will be able to Design and manage global marketing strategies.									
CO-6: The students will be able to learn various emerging trends such as rural marketing, customer relationship management and services marketing. Role play method can be used to make students understand the concept in an easy way.									
Theory syllabus									
Unit	Content								Hrs
1	Nature and Scope of Marketing, Marketing Management-Concepts & Philosophy, Environmental Scanning, Marketing Research and Forecasting, Buying Behavior-Consumer & Industrial, Difference Between Consumer Markets and Industrial Markets, Nature of Demand in Industrial Markets.								12
2	Market Segmentation, Targeting and Positioning, Segmenting: Bases and Process, Target Market Selection, Positioning-Nature and Importance								10
3	Product Decisions: New Product Development, Product Mix, Branding and Packaging Decisions, Product Life Cycle & Strategies, Product Differentiation Strategies. Pricing Decisions-Objectives and Determination, Methods of Setting Price and pricing strategies								14

4	Promotion: Integrated Marketing Communication; Mass Communication-Advertising, Sales Promotion, Events & Public Relations; Personal Communication, Personal Selling and Direct Marketing, Digital Communication-Online, Social Media and Mobile. Place: Channels of Distribution-Levels and Types of Channels, Functions and Management of Channel members, Channel Selection and Motivation, Management of Physical Distribution; Wholesaling and Retailing.	14
5	Developing Marketing Strategy for Market leader, Challenger, Follower and Nicher; Global Marketing Strategies; Rural Marketing; Customer Relationship Management; Consumerism; Legal Issues in Marketing.	10
Practical content		
Reference Books		
1	Kotler, Philip, "Marketing Management: Analysis, Planning, Implementations and Control", Pearson Education, New Delhi, Latest Edition.	
2	Saxena Rajan, "Marketing Management", Tata McGraw Hill, New Delhi , Latest Edition.	
3	Stanton William J., "Fundamentals of Marketing", McGraw Hill, Latest Edition.	
4	Kotler, Philip and Armstrong, Graw. "Principles of Marketing", Pearson Education, New Delhi 2004.	
5	Neelamegham, S., "Indian Cases in Marketing", Vikas Pub. New Delhi.	
6	Bull, Victor P., "Marketing Management: A Strategic Planning Approach", McGraw Hill, New York.	
7	Czinkota, M.R., "Marketing Management", Pearson Education Asia, New Delhi 2004.	
8	Michael, J. E., Bruce, J. W. and Williom, J. S., "Marketing Management", Tata McGrawHill, New Delhi, 13 th Edition, 2004.	
9	Louis E. Boone and David L. Kurtz, "Contemporary Marketing". Harcourt Collye Publishers, 2001.	
10	Douglas, J. Darymple & Leonard J. Parsons, "Marketing Management: Text and Cases", Seventh Edition, John Wiley and Sons, 2002.	
11	Pride, William, M., and O.C. Ferrell, "Marketing: Concepts and Strategies", Biztantra, New Delhi, 2005.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		MBA	Branch/Spec.		Agribusiness				
Semester		I			Version		2.0.0.0		
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IA06CEG		Subject Name		CORPORATE ETHICS AND GOVERNANCE			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	2	0	0	0	2	Theory	60	40	100
Hours	2	0	0	0	2	Practical			
Pre-requisites:									
Objective: The objective of this course is to sensitize the students with environment issues and practices adopted for its effective management.									
Course Outcome:									
CO-1: How to use ethical theories and frameworks from scriptures and tradition like Geeta, Ramayana, Mahabharata, Upanishadas, Vedas, Bible and Quoran to understand and analyze Indian Ethos, Value and Value Systems and ethical dilemmas in business.									
CO-2: To be able to describe and analyse the primary parts of corporate governance frameworks, issues in corporate governance and how good corporate governance contributes in individual and organisational success.									
CO-3: To understand and to Identify different stakeholders, their roles and responsibilities in guarantee effective corporate governance. Students will also learn why they may hold differing perspectives on ethical issues.									
CO-4: To acquaint students about roots of unethical behaviour in Business and remedies.									
Theory syllabus									
Unit	Content								Hrs
1	Values – Importance, Sources of Value Systems, Types; Loyalty and Ethical Behaviour, Values across Cultures; Teachings from scriptures and traditions (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran) The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.								6
2	Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management Importance of Ethics & Moral standards; Ethics & Moral Decision Making, Ethical Principles in Business Unfair Business Practices: Features and Reasons. Whistle Blowing Policy and Laws Related to Protection of Whistle Blower, Insider Trading, Clause 49								6
3	Law and Ethics – Relationship between Law and Ethics, Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics; Social Responsibilities of Business - Environmental Protection, Fair								6

	Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers	
4	Corporate Governance: Issues need corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad. Code of Conduct in Business Houses: Meaning, Features of a Good Code of Conduct Corporate Governance: Purpose of Good Governance, Potential Consequence of poor CG, Governance risk and Financial Stability, Role of Board of Directors (BOD); Corporate Governance Reports of Narayana Murthy Committee, Cadbury Committee, Kumar Mangalam Birla Committee, Malhotra Committee, CII Code, Narasimham Committee	8
5	Corporate Social Responsibility: Meaning, Scope and Significance; Corporate Social Reporting, Balanced global environment, Kyoto Protocol concern of global warming, judicious use of natural resources	4
Practical content		
Reference Books		
1	Fernando A.C - <i>Corporate Governance : Principles, Policies and Practices</i> – Pearson.	
2	Murty CSV – <i>Business Ethics</i> , Himalaya.	
3	Velasquez – <i>Business Ethics: Concepts and Cases</i> – Pearson/PHI.	
4	Hartman - <i>Perspectives in Business Ethics</i> , Tata-McGraw Hill Publishing Company, New Delhi.	
5	S.K. Chakraborty - <i>Management by Values</i> , Oxford University press, New Delhi.	
6	Christians – <i>Media Ethics : Cases and Moral Reasoning</i> – Pearson.	
7	B.P.Banerjee- <i>Foundation of Ethics in Management</i> , Excel Books.	
8	Satish Modh – <i>Ethical Management</i> – Macmillan.	
9	Boatright – <i>Ethics and the conduct of Business</i> – Pearson.	
10	Singh - <i>Corporate Governance</i> , Excel Books, New Delhi.	
11	J.A.Petrik and J.F. Quinn - <i>Management Ethics</i> , Response.	
12	S.K. Chakraborty - <i>Ethics in Management</i> , Oxford University press, New Delhi.	
13	Solomons – <i>Corporate Governance and Accountability</i> – John Wiley.	
14	Kesho Prasad – <i>Corporate Governance</i> , PHI.	
15	Bajaj & Agrawal- <i>Business Ethics-An India Perspective</i> , Biztantra.	
16	S.Parthasarathy- <i>Corporate Governance</i> , Biztantra.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA	Branch/Spec.		Agribusiness/Pharmaceuticals/Financial Services/ International Business/ Business Analytics/ Logistics and Supply chain Management					
Semester	I			Version	1.0.0.1				
Effective from Academic Year		2020-21			Effective for the batch Admitted in		June 2020		
Subject code	2IA07MAC		Subject Name		MANAGERIAL COMMUNICATION				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical			
Pre-requisites:									
Objective: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.									
Course Outcome: CO-1: To learn various concepts and barriers in business communication. CO-2: To discuss oral and written communications with its application in business. CO-3: Evaluate various communication parameters i.e. cross cultural, ethical issues and mass communication. CO-4: To learn the professional approach in business negotiation. CO-5: Acquaint students with challenges faced in oral communication.									
Theory syllabus									
Unit	Content								Hrs
1	Concepts of Communications: Definition, Types, Objectives, Characteristics and Process of Communication, Barriers to Effective Communication, Overcoming Communication Barriers and Roadblocks								8
2	Forms of Communication: (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents; E-mail: How to make smart e-mail (b) Non-verbal Communication, Manners and etiquette, Body Language, Paralanguage, Proxemics, Chronemics, Sign Language (c) Oral Communication: Art of Public Speaking, Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play. Role of Verbal & Non-verbal Symbols in Communication Writing a Summer Project Report and Research Report, Applications of Communication in Report writing, Interview and Negotiation								14
3	Important Parameters in Communication: (a) The Cross Cultural Dimensions of Business Communication (b) Technology and Communication, (c) Ethical & Legal Issues in Business Communication, (d) Mass Communication: Concept, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.								12
4	Spoken Communication: Public speaking, Handling the Media, Meetings and organisational communication- Internal and external, Handling questions from the audience, conducting Webinar								8

5	Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Practical learning on Presentation	10
6	Writing Skills for Managers: Report Writing, Blog Writing, Review Writing, Research Paper Writing, Content for Digital Platform	8
Practical content		
Reference Books		
1	Scot, O. (2004), Contemporary Business Communication, Biztantra, New Delhi.	
2	Lesikar, R.V. & Flatley, M.E. (2005), Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Company Ltd. New Delhi.	
3	Ludlow, R. & Panton, F., The Essence of Effective Communications, PHI.	
4	Adair, J. (2003), Effective Communication, Pan Mcmillan.	
5	Thill, J. V. & Bovee, G. L. (1993), Excellence in Business Communication, McGraw Hill, NY.	
	Bowman, J.P. & Branchaw, P.P. (1987), Business Communications: From Process to Product, Dryden Press, Chicago.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA	Branch/Spec.		Agribusiness/ Pharmaceuticals/ Financial Services/ International Business/ Business Analytics					
Semester	I			Version	2.0.0.0				
Effective from Academic Year		2020-21			Effective for the batch Admitted in		June 2020		
Subject code	IB08SSC		Subject Name		SOFT SKILLS AND CRITICAL THINKING FOR MANAGERS				
Teaching scheme				Examination scheme (Marks)					
(Per week)	Lecture(DT)		Practical(Lab.)		Total	CE	SEE	Total	
	L	TU	P	TW					
Credit	4				4	Theory		100	100
Hours	4				4	Practical			
Pre-requisites:									
Objective: The objective of this course is to teach communicative English, to develop the soft skills suitable to professional course to the students by applying practical tools. The course also aims to teach the students to apply critical thinking and by solving day to day problem									
Course Outcome: CO-1. To increase the employability of the students CO-2. Students will enhance cognitive understanding CO-3. Students will be oriented to solved the problem of corporate world									
Theory syllabus									
Unit	Content								Hrs
1	Soft Skills like Verbal- Non Verbal Communication: LWRS skill test for English language for managers Interview Skills, Resume writing, Group Discussions, Meetings, Use of language,								30
2	Introduction to Critical thinking: critical thinking and truth. Thinking process; how people think emotional and primitive reasons; epistemic reasons; Critical thinking engaging with scientific conversation; argument and critical thinking; dependent and independent reasons; exercises on critical thinking								5
3	Developing Critical Thinking and reading: Dedicative logic, inductive logic, Observation skills and techniques, reporting observation with facts, relation of facts with logical thinking, exercise on reporting of facts, Observation: passive and private or active and public; observable facts objective but fallible reporting facts and relevant facts, Arguments in reading and making notes								5
4	Critical Writing: Data and information block, error biases; structuring the thoughts on the page, identifying the basic structure of writing, presenting evidence and setting out the argument, re-working with first draft, logical pitfalls and how to avoid it								20
Practical content									

Reference Books

- | | |
|---|---|
| 1 | The critical thinking tool kit by Galen a Foreman, Peter S Fosl, Jamie Carline Watson by Wiley |
| 2 | Critical Thinking Skills for Dummies by Martin Cohen; Willey |
| 3 | A Practical Guide to Critical Thinking: Deciding What to Do and Believe, Second Edition; Willey |
| 4 | What is this called science by Chalmers |

SEMESTER II

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme		MBA		Branch/Spec.		Agribusiness			
Semester		II				Version		2.0.0.0	
Effective from Academic Year			2020-21			Effective for the batch Admitted in			June 2020
Subject code		IIA01GBE		Subject Name		GLOBAL BUSINESS ENVIRONMENT			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total	CE		SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	60	40	100
Hours	4				4	Practical			
Pre-requisites:									
Objectives: This course is intended to make the students aware of the global Economic Environment and the policy and planning framework underlying the economic system. As a result of this course, the student should be able to meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.									
Course Outcome:									
CO-1: Identify and evaluate the complexities of business environment through environmental scanning and their impact on the business.									
Co-2. It helps students to learn and understand the political legal environment through various laws such as Competition Act, SEBI Act, Consumer Protection Act, Environment protection Act and CSR Legislation.									
Co-3. It will help students to learn and understand various components of economic environment such as Industrial Policy and Union Budget.									
Co-4. Students will learn technological and socio cultural environment through various concepts such as ISO standards, BIS standards, consumerism and culture.									
CO-5: The students will be able to analyse various policies and contemporary issues.									
Co-6: The students will be able to analyse and evaluate specific international business related issue based on research project.									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to Business Environment: Concept and Overview, The Interaction Matrix Of Different Environment Factors, The Process Of Environmental Scanning, Concepts and Process. Economic Systems: Capitalist, Socialist and Mix- Features, Advantages and Limitations. Introduction and Importance of Various indices for Country Analysis (Project work to be given after introduction)								10
2	Political-legal environment: (a) Political Environment- Political systems and its impact on business, Relationship, Role of Government in Business Decision (b) Legal Environment- Competition Act, IDRA, FEMA, SEBI Act, Consumer Protection Act, Environment Protection Act, CSR Legislation								14
3	Economic environment: Planning in India, FYR, Public Sector and the Private Sector- Meaning, Role and Importance. Industrial policy and amendments in recent years; SSI- Concepts, Issues and Government initiatives in SSI and MSEs Union Budget as an instrument of growth and their impact on business. Role of BFSI and its importance in Business Development.								10

4	Technological and socio-cultural environment: Technological Adaptation- Process, Govt Guidelines; IPR- Introduction and Implications- ISO, BIS Impact of culture and values: Cross Culture Management- values and their implications for industrialization and economic growth; Hofstede's Cultural Dimensions, Consumerism; Impact of Entrepreneurship and Start up on Economy.	10
5	Analysing International Business Environment: BOP and BOT- Capital account and Current account, Reasons and remedies for Adverse BOP. International Trade Bodies: Introduction and Role of -World Bank, IMF, IBRD, WTO, UNESCO EXIM policy: Concepts, Importance and Recent Policies Contemporary Issues- Green Marketing, Sustainable Development	10
6	Research Project: Each student will write a research paper on a specific International Business related issue of their choice. This paper may include the following: <ul style="list-style-type: none"> • Historic Development • Examination of Current Issues • Exploration of the Actual or Expected Impact on Employees, Business, Industry or Government, Presentation of available Alternatives if Applicable • References 	6
Practical content		
Text Books		
1		
Reference Books		
1	Onkvisit, Sak and Shaw, J.J-International Marketing: Analysis and Strategy (PHI)	
2	Aswathappa- International Business (Tata McGraw-Hill, 2002)	
3	Daniels- International Business (Pearson Education) 2004.	
4	Paul J- International Business (Prentice-Hall, 2004)	
5	Deresky H- International Business (PHI, 2003)	
6	Hill C W- International Business (Tata McGraw-Hill,2002.)	
7	Varma M L- International Trade (Vikas, 2003)	
8	Taggart- The Essence of International Business (PHI)	
9	Thakur, M., Burton & Gene, E- International Management (Tata McGraw Hill).	
10	Hodgetts, R. and Luthens, F- International Management (McGraw Hill Inc 2003).	
11	Narwani, G.S.- <i>Training for Rural Development</i> , Rawat Publication, 1 st Edition.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA			Branch/Spec.	Agribusiness				
Semester	II				Version	2.0.0.0			
Effective from Academic Year	2020-21			Effective for the batch Admitted in	June 2020				
Subject code	IIA02RMM		Subject Name	RESEARCH METHODOLOGY IN MANAGEMENT					
Teaching scheme				Examination scheme (Marks)					
(Per week)	Lecture(DT)	Practical(Lab.)		Total		CE	SEE	Total	
	L	TU	P	TW					
Credit	4				4	Theory	60	40	100
Hours	4				4	Practical			
Pre-requisites:									
Objective: The objective of this course to make the students to understand and formulate managerial situations in a theoretic framework in a decision making. It focuses on developing skills in structuring and analyzing problems and to inculcate the attitude of developing an executable solution to the problem with the help of some advanced statistical techniques.									
Course Outcome: Co-1: To acquaint the students with basic statistics. Co-2: To learn concept of business research and its application. Co-3: Focuses on developing skills in structuring the research. Co-4: To understand statistical techniques for developing executable solution									
Theory syllabus									
Unit	Content								Hrs
1	Basic Statistical Methods: Measures of Central tendency: Mean, Median, Mode and Dispersion: Range, Inter Quartiles, Standard Deviation, Coefficient of Variation. Theory of Probability – Definition and Rules of Probability, Baye’s Theorem; Probability Distribution – Discrete distribution – (Binomial and Poisson), Continuous distribution – (Normal & Exponential). Decision Tree Analysis								10
2	Concept of business research and its applications in the various functions of management, Types of research-Basic and Applied Research, Ontology and Epistemology of business research, Quantitative V. Qualitative research, Types of business problems encountered by the research, Problems and precautions to the researcher in India, Characteristics of good research, ethics in research, Research problem definition and developing its approach, Value of Research Questions, Development of Research Questions and Hypotheses, Steps involved in research process.								09
3	Research design: Exploratory Research Design - Secondary data and Qualitative research, Descriptive Research Design, Causal research design; Research design Comparison; Data Collection; Measurement and Scaling; Scale Evaluation; Questionnaire Design; Research Methods: Structured Interview/Self-completion questionnaire, Structured Observation V. Ethnography; Sampling Methods – Probabilistic & Non Probabilistic Sampling; Sample Design & Procedures Error: Sampling and Non-Sampling Error; Sources of Error								13
4	Parametric Tests: Estimation: Confidence interval and sample size determination. Hypothesis testing: process, type I and type II error, power of test. Data analysis: Univariate, Bivariate and Multivariate Test for means: Z-test, student’s t-test: one sample test; two independent sample test and two dependent sample test (paired sample test). Test for proportions: one sample and two sample test.								12

5	Non-parametric test: Chi-square Test: Test of association, Goodness of fit, Strength of association, Analysis of Variance (ANOVA): One-way ANOVA, Two-way ANOVA (with SPSS); Multivariate Analysis of Variance (MANOVA) (with SPSS). Correlation: Bivariate and multiple; Simple regression; Multiple regression (with SPSS) Exploratory Factor analysis (with SPSS); Other Non-parametric tests (with SPSS): Run test; Binomial test; Sign test; Wilcoxon matched-pairs test; Mann-Whitney rank-sum test and Fridman one-way ANOVA.	12
6	Research proposal and report preparation: format, Types and layout of research report, Precautions in preparing the research report, Guideline for tables, figures and graphs, Bibliography and Annexure in report, Drawing conclusions, Giving suggestions and recommendations to the concerned persons.	04
Practical content		
Text Books		
1		
Reference Books		
1	Quantitative Techniques in Management by Vohra, Tata McGraw-Hill, Latest edition.	
2	Quantitative Techniques by Kothari, Vikas Publication, 1996, 3 rd ed.	
3	Business Statistics for Contemporary Decision Making by Ken Black (Fourth or later edition) Wiley Student Edition.	
4	Statistics for Management by Richard I. Levin and David S. Rubin (Pearson Education).	
5	Statistics for Management, T N Srivastava and Shailaja Rego, TMH.	
6	Complete Business Statistics, Amir D Aczel and Jayavel Sounderpandian, TMH.	
7	Business Statistics by J. K. Sharma (2nd Edition or later edition) Pearson	
8	Mathematics and Statistics for Management, K. B. Akhilesh & S. B. Balasubrahmanyam, Vikas Publishing.	
9	Statistical Method by Gupta, S.C., Himalaya Publication.	
10	Business Statistics by R.S. Bharadwaj, Excel Books.	
11	Comprehensive Statistical Methods by P.N. Arora, S. Chand.	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA		Branch/Spec.	Agribusiness					
Semester	II				Version	2.0.0.0			
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IIA03ENV		Subject Name		ENTREPRENEURSHIP AND NEW VENTURE PLANNING			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4	0	0	0	4	Theory	60	40	100
Hours	4	0	0	0	4	Practical	-	-	-
Pre-requisites:									
Objective: The course aims to develop the 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.									
Course Outcome:									
CO-1: To learn the concepts and theories of entrepreneurship for management students.									
CO-2: To learn the role of entrepreneur and their characteristics									
CO-3: To Develop idea generation, creative and innovative skills, aware of different opportunities and successful growth stories									
CO-4: To generate business idea or to scale up the existing enterprise									
CO-5: To develop a business plan with financial projection									
CO-6: to know about the financial support systems available for growth and development of enterprise.									
Theory syllabus									
Unit	Content								Hr
1	Introduction: Concept and introduction, Entrepreneurial Process, Setting, Preparation, Management, Survival and Growth, Transition, Entrepreneurial behaviour and skills, Entrepreneurial structure, Entrepreneurial Culture vs. administrative culture, Entrepreneur vs Intrapreneurs, Entrepreneurship in Different Context and Forms: Rural entrepreneurship; Group entrepreneurship; Social entrepreneurship; Corporate entrepreneurship; Indigenous entrepreneurship; women entrepreneurship; entrepreneurship in backward regions; International entrepreneurship. Entrepreneur biographies - the actual successes and failures.								10
2	The Entrepreneur: Role of an entrepreneur: different views-Psychological, social, economic and managerial; Classification of entrepreneurs; Characteristics and Classification of entrepreneurship, Entrepreneurial Traits , Motivation Theories- Joseph Schumpeter Theory of Innovation, Achievement Motivation, Entrepreneurship Motivation Training, Entrepreneur distinguished from Manager and Leader, Entrepreneurial Life Cycle, Sources of Entrepreneurial Supply and Embeddedness, Entrepreneurial Ethics, Cases of successful entrepreneurs, Entrepreneurship Development: Models of Entrepreneurship Development, Designing Entrepreneurship Awareness Program, Designing comprehensive EDPs evaluating an EDP								10

3	Idea Generation And Feasibility Analysis: Idea Generation; Creativity and Innovation; Identification of Business Opportunities; Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities; Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities	14
4	Business Plan Business model – Meaning, designing, analyzing and improvising; Business Plan – Meaning, Scope and Need; Financial, Marketing, Human Resource and Production/Service Plan; Business plan Formats; Project report preparation and presentation; Why some Business Plan fails? A detailed Business plan is to be prepared, submitted and presented as process of CEE.	14
5	Government Schemes and Policies for Entrepreneurship Development: Start up India, Make in India, Atal Innovation Mission, STEP,JAM, STAND-UP India, TREAD, PMKVY, Schemes of DST, DIPP,MSME-Single Point Registration Scheme, Ministry of Agriculture and Farmers Welfare-The Venture Capital Assistance Scheme Gol-Pradhan Mantri Mudra Yojana ,Small Industries Development Bank of India (SIDBI)- Sustainable Finance Scheme, Department Of Science & Technology (DST)-NewGen Innovation and Entrepreneurship Development Centre.	12
Practical content		
Text Books		
1.	Kuratko & Hodgetts: Entrepreneurship Theory and Practices, Thomson Learning New Delhi 2006	
2.	Entrepreneurship: Creating and Leading an Entrepreneurial Organization,Arya Kumar	
Reference Books		
1	Kuratko & Hodgetts: Entrepreneurship Theory and Practices, Thomson Learning New Delhi 2006	
2	Nina Jacob, - Creativity in Organisations (Wheeler, 1998)	
3	Jonne & Ceserani- Innovation & Creativity (Crest) 2001	
4	Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)	
5	Drucker, Peter, Entrepreneurship and Innovation, Heineman	
6	Holt- Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.	
7	Dollinger M J- Entrepreneurship (Prentice-Hall, 1999).	
8	Jones T. (2003)- Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.	
9	Desai, Vasant (2003). Small-Scale Industries and Entrepreneurship. Himalaya Publishing House, Delhi.	
10	Hirisch ,R D and Peter, MP Entrepreneurship, Tata McGraw Hill 2006	
11	Butterwork-Heinemann, New Delhi, India	
12	The Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow Your New Business (HBR Handbooks)	
13	Katherine Catlin & Jana Matthews: Building the Awesome Organization: Six Essential Components that Drive Entrepreneurial Growth (The Kauffman Centre Series on Managing Growth, 2nd)	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA		Branch/Spec.		Agribusiness				
Semester	II				Version	1.0.0.0			
Effective from Academic Year	2020-2021			Effective for the batch Admitted in			June 2020		
Subject code	IIA04DAB		Subject Name		DATA ANALYTICS FOR BUSINESS				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	60	40	100
Hours	4				4	Practical			
Pre-requisites:									
Objective: The objective of this course is to teach various concepts of business analytics to management students for decision making and to gain an understanding of how managers use business analytics to formulate and solve business problems at different segments of a business.									
Course Outcome:									
CO-1: Students will be able to identify and understand various concepts of business analytics.									
CO-2: Students will be exposed to various concepts of big data, data science and datafication.									
CO-3 : Students will learn prescriptive and predictive analysis using Markov Chain Analysis and Monte Carlo Simulation and Risk Analysis.									
CO-4 : Students will be able to understand various tools of data visualization									
CO-5: Students will understand how managers use business analytics at functional level.									
Theory syllabus									
Unit	Content								Hrs
1	Introduction to Business Analytics: Why Analytics?, Data Driven Decision Making, Descriptive Analytics, Prescriptive Analytics, Predictive Analytics, Big Data Analytics, Web and Social Media Analytics, Concept of Spread Sheets- Analytics using Spread sheets.								14
2	Introduction to Data Science- What is Data Science? - Concepts of Big Data and Data Science- Datafication - Current landscape of perspectives - Skill sets needed Data Science and Ethical Issues - Discussions on privacy, security, ethics - A look back at Data Science - Next-generation data scientists								14
3	Prescriptive Analytics: Introduction to Prescriptive Analytics, Linear Programming Problem, Linear Integer Programming, Markov Chain Analysis, Decision Analysis Predictive Analytics: Monte Carlo Simulation and Risk Analysis, Introduction of Data Mining, Forecasting.								12
4	Data Visualization - Basic principles, ideas and tools for data visualization 3 - Examples of inspiring (industry) projects - Exercise: create your own visualization of a complex dataset								8
5	Strategic Business Analytics Business Analytics at the strategic level: Strategy and Business Analytics, Link between strategy and Business Analytics, Business Analytics supporting strategy at functional level, dialogue between strategy and Business Analytics functions, information as strategic resource.								12
Practical content									
Text Books									
1									

Reference Books

1. Business Analytics by James Evans, Pearson Education.
2. Turban, Sharda, Decision Support and Business Intelligence Systems, Delen, Pearson, 9th edition, 2014
3. Cathy O'Neil and Rachel Schutt. Doing Data Science, Straight Talk From The Frontline. O'Reilly. 2014.
4. Business Analytics: The Science of Data Driven Decision Making By U Dinesh Kumar, Wiley Publication

GANPAT UNIVERSITY											
FACULTY OF MANAGEMENT STUDIES											
Programme		MBA		Branch/Spec.		Agribusiness/Pharmaceuticals/ International Business/Financial services/Business Analytics/Logistics and Supply chain Management					
Semester		II				Version		2.0.0.0			
Effective from Academic Year				2020-21		Effective for the batch Admitted in		June 2020			
Subject code		IIA05EMA		Subject Name		ENVIRONMENT MANAGEMENT AND SUSTAINABLE DEVELOPMENT					
Teaching scheme						Examination scheme (Marks)					
(Per week)		Lecture(DT)		Practical(Lab.)		Total		CE		SEE	Total
		L	TU	P	TW						
Credit		2				2	Theory	60	40	100	
Hours		2				2	Practical				
Pre-requisites:											
Objectives: The course aims to develop the socially responsible skills among management students by making them learn various concept of natural resources and types of resources, concept of environment degradation, impact of pollution and pollution control methods and waste management practices. It also aims to teach the sustainable development practices, issues and challenges and resource utilization.											
Course Outcome:											
CO 1: Students will be able to understand natural resources, its importance and impact of pollution on environment with pollution creating factors.											
CO 2: Students will learn social and industrial waste management practices											
CO 3: Students will able to understand concept and impact of global warming and how environmental risk can be managed.											
CO 4: Students will learn concept of sustainable development and its importance with challenges for sustainable development.											
CO 5: Students will learn how a business can convert their practices into sustainable business practices.											
Theory syllabus											
Unit	Content										Hrs
1	Natural resources: classification and types; conservation of natural resources; alternate energy sources; water resource management: irrigation systems, water conservation, water harvesting Biodiversity; Conservation of biodiversity Environment degradation and pollution: population growth and environmental impact, Ecological footprint; environmental impact of modern agricultural practices; Pollution: Air, water, soil; Effects of pollution; Types and sources of pollution; pollution prevention and mitigation										6
2	Waste Management: principles of waste management, industrial waste management, municipal waste management, hospital waste management, e-waste management, nuclear waste management, plastic waste management										5
3	Global warming and climate change: reasons for global warming, impact of global warming; efforts to address climate change; Kyoto protocol; Concept of carbon credits and emission trading Environment risk management: Natural and man-made disasters; genetically modified crops and organisms; epidemiology, relation between environment and health, spread of infectious diseases, socially responsible investing										7

4	Sustainable development: principles of sustainable development; development and the environment; Patterns of resource use; issues of sustainable development, challenges of sustainable development; sustainable agriculture; sustainable urban development, sustainable housing	5
5	Sustainable business practices: corporate environmental responsibility; green products; green value chain, green marketing; Product liability and lifecycle management; eco-labeling, eco-certification; industrial ecology, total cost accounting; corporate sustainability reporting; barriers to sustainable business – psychological, social, environmental, political, economic barriers Environmental Management systems and processes; Environmental Audit; ISO 14001; LEED certification; Environmental Impact Assessment; Environmental impact mitigation	7
Practical content		
Reference Books		
1	Ajith Sankar R.N., <i>Environmental Management</i> , Oxford University Press, 2 nd Edition	
2	Thomas Jacob, <i>Environmental Management</i> , Pearson Education, 1 st Edition	
3	Basak Anindita, <i>Environmental Studies</i> , Pearson Education, 1 st Edition	

GANPAT UNIVERSITY										
FACULTY OF Management studies										
Programme		MBA	Branch/Spec.			Agribusiness				
Semester		II			Version		1.0.0.1			
Effective from Academic Year				2020-21		Effective for the batch Admitted in			June 2020	
Subject code		IIA06HRM		Subject Name		HUMAN RESOURCES MANAGEMENT				
Teaching scheme					Examination scheme (Marks)					
(Per week)		Lecture(DT)		Practical(Lab.)		Total				
	L	TU	P	TW			CE	SEE	Total	
Credit	4				4	Theory	60	40	100	
Hours	4				4	Practical				
Pre-requisites:										
Objective: This course exposes students to the critical tasks and functions of Human Resources Management and understands the dynamics and processes of labour management relations. It helps students appreciate relevant tools and techniques to internalize and critical functions of human resources management, and sensitize students to human resources developments processes										
Course Outcome: CO-1: To familiarize the students with definition, development, functions of Human Resources Management. CO-2: To learn on various approaches of Recruitment & Selection. CO-3: To describe on training and development & Performance Appraisal of employees. CO-4: To make understand students on termination and grievance procedure. CO-5: To expose the students to the critical tasks and functions of Human Resources Management to human resources developments processes. CO-6: To understand the dynamics and processes of labour management relations.										
Theory syllabus										
Unit	Content								Hrs	
1	Nature and the development of personnel management: historical context in India, the welfare tradition, the industrial relations tradition, the control of labor tradition. Personnel function: personnel as a specialist function, policies, strategies, and operating plans of personnel, and the personnel activities. Human resource management (HRM): political, social, and social context of change, HRM within organization structure.								12	
2	Human resources planning: definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit. The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.								14	
3	Training and development: purpose, methods, and issues in training and management development programs. Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up. Reward management: job evaluation, purposes and methods, factors affecting compensation policy, effect of job evaluation on human relations, compensation systems: base and variable, fringe benefits, the legal framework on pays and benefits.								12	
4	Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview. Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations.								12	

5	Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews. Dealing with the human aspects of terminations: procedures for terminations, counselling, training and notice of dismissal.	10
Practical content		
Text Books		
1		
Reference Books		
1	Bratton J and Gold J- <i>Human Resource Management: Theory and Practice</i> (Palgrave, 2003)	
2	Gomez-Mejia et al- <i>Managing Human Resources</i> (Pearson Education, 3 rd edition),	
3	Ivansevich- <i>Human Resource Management</i> (Tata McGraw-Hill)	
4	Aswathappa- <i>Human Resource Management</i> (Tata McGraw-Hill) HR and PM, 2003, 3 rd ed.	
5	Dessler- <i>Human Resource Management</i> (Prentice-Hall, 9 th edition)	
6	A.K.Singh, B.R.Duggal, Puneet Mohan- <i>Human Resource Management and Development</i> (Sun IndiaPublication, 2004).	
7	Mamoria, Mamoria & Gankar- <i>Dynamics of Industrial Relations in India</i> , Himalaya.	
8	Gary Dessler- <i>Human Resource Mgt.</i> , Pearson/PHI	
9	V.S.P. Rao- <i>Human Resource Management</i> , Excel Book	
10	G.P.Sinha and P.R.V.sinha – <i>Industrial Relations and Labour Legislation in India</i> , Himalaya	
11	P.L.Rao- <i>Human Resource Management</i> , Excel Books.	
12	Baron– <i>Strategic Human Resources : Framework for general Managers</i> -John Wiley	
13	S. C. Gupta– <i>Text Book of International HRM</i> – Macmillan	
14	Greer– <i>Strategic Human Resource Management</i> – Pearson	
15	Mamoria and mamoria– <i>Dynamics of Industrial Relation</i> , Himalaya Publishing	
16	Venkat Ratnam– <i>Globalization and Labour Mgt. Relations</i> , Sage Publications, New Delhi	

GANPAT UNIVERSITY											
FACULTY OF MANAGEMENT STUDIES											
Programme		MBA		Branch/Spec.		Agribusiness (Marketing Specialisation)					
Semester		II				Version		1.0.0.1			
Effective from Academic Year				2020-21		Effective for the batch Admitted in		June 2020			
Subject code		IIA07POM		Subject Name		PRODUCTION AND OPERATIONS MANAGEMENT					
Teaching scheme					Examination scheme (Marks)						
(Per week)		Lecture(DT)		Practical(Lab.)		Total		Total			
		L	TU	P	TW						
Credit		4				4		Theory	60	40	100
Hours		4				4		Practical			
Pre-requisites:											
Objectives: This course attempts to help students learn operations management systems and analysis issues pertaining to management of productivity, manufacturing technology, and facilities, operations planning and control and management of materials and quality.											
Course Outcome: CO 1: Basic understanding of operations model, procedure of new product development and types of operations CO 2: Student will understand different types of manufacturing and service systems, how location decision are taken and will have understanding of various plant layout in practice. CO 3: Students will learn importance of production planning and production planning techniques, various types of scheduling techniques for production and strategies adopted by firms for production. CO 4: Students will understand concept of supply chain management and role of supply chain members, challenges in supply chain and strategies adopted by firms. Student will also learn process and methods of industrial purchasing and how effectively inventory is controlled in manufacturing firm. CO 5: Students will learn importance of quality and its management with tools and techniques of quality management CO 6: Students will learn concept of productivity, how to improve productivity of an organization with the help of productivity improvement techniques and how resources can be optimized for productivity.											
Theory syllabus											
Unit	Content									Hrs	
1	Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.									8	
2	Manufacturing Systems: Volume Oriented- Project, Jobbing, batch, line, mass, continuous; Market Oriented- Make to Order, Make to Stock, Assemble to Order, Engineer To Order. Process types in services: professional services, services shops, mass services; Plant location; Layout planning, World Class Manufacturing, Centralised and Distributed Manufacturing System.									12	
3	Production Planning & Control: Production planning techniques for various process choices, techniques of production control. Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning with calculation, Production strategies, Capacity Requirement Planning, MRP: 1 (Including numerical) & 2, Scheduling with calculations,									14	

4	Introduction to Supply Chain Management, Purchase Management, Inventory Management with Calculation of ABC analysis and EOQ.	6
5	Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) : Introduction and Concept.	10
6	Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: Introduction and Types Total Productive Maintenance (TPM). Optimized Production Technology (OPT): Theory of Constraints: Goldratt's 10 Principles, Managing Bottlenecks, DBR Scheduling, Lot Streaming, Advantages and Limitations of OPT.	10
Practical content		
Reference Books		
1	Adam Jr Everetl E. R J <i>Production and Operations Management</i> (Prentice-Hall), 2000 5 th ed.	
2	Chary- <i>Production and Operations Management</i> (Tata McGraw-Hill, 9 th ed.)	
3	Hill T- <i>Operations Management</i> (Palgrave, 2000)	
4	Johnston R et al <i>Cases in Operations Management</i> (Pitman, 1993)	
5	McGregor D <i>Operations Management</i> (McGraw-Hill, 1960)	
6	Morton- <i>Production and Operations Management</i> (Vikas)	
7	Haleem A- <i>Production and Operations Management</i> (Galgotia books, 2004)	
8	Shanker Ravi- <i>Industrial Engineering</i> (Galgotia)	
9	Chase- <i>Production and operation Management</i> , Irwin London; 7 th ed.	
10	Kanishka Bedi- <i>Production & Operations Management.</i> - (Oxford University Press)	

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA	Branch/Spec.			Agribusiness (Finance specialisation)				
Semester	II				Version	1.0.0.1			
Effective from Academic Year			2020-21		Effective for the batch Admitted in			June 2020	
Subject code	IIA07IFS		Subject Name		INDIAN FINANCIAL SYSTEMS				
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total	CE		SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory	60	40	100
Hours	4				4	Practical			
Pre-requisites:									
Objective: To understand the intricacies of the macro aspects of Indian Financial Systems and relating it with corporate decision-making.									
Course Outcome: CO 1: Students will understand elements of Indian financial system with role of money and capital market CO 2: Students will be able to learn importance of Financial Institutions, their role and control of financial institutions CO 3: Students will learn various financial instruments that a business can get from financial market to meet financial requirements. CO 4: Students will understand various value added financial services available in financial market and its regulatory control through government agencies.									
Theory syllabus									
Unit	Content								Hrs
1	Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.								15
2	Financial Institutions: Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced, Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures. Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.								15
3	Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures.								15
4	Financial Services and non depository institutions. Merchant Banking, Factoring, Forfeiting Leasing, Securitization, Custodian Services, Credit Rating Mortgages. Mutual Funds – Performance, evaluation of mutual funds, Depository services – legal aspects SEBI governance.								15
Practical content									
Text Books									
Reference Books									
1	S Gurusamy, Financial Markets and Institutions, Thomson								

2	Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House.
3	Srivastava, Management of Indian Financial Institutions, Himalaya Publishing
4	LM Bhole, Financial Institutions and Markets, TMH
5	Meir Kohn, Financial Institutions and Markets, Oxford.
6	Bhalla, V. K. (2004). Managing International Investment and Finance. New Delhi, Anmol.
7	Saunders, Anthony, Cornett, Marcia Millon (5 th ed., 2005). Financial Institutions Management Tata McGraw Hill.
8	Bhall, L.M. (4 th ed., 2004). Financial Institutes & Markets. Tata McGraw Hill

GANPAT UNIVERSITY									
FACULTY OF MANAGEMENT STUDIES									
Programme	MBA	Branch/Spec		Agribusiness					
Semester		II				Version	1.0.0.0		
Effective from Academic Year				2020-21		Effective for the batch Admitted in		June 2020	
Subject code		IIB08CSM		Subject Name		COMPUTER SKILLS FOR MANAGERS			
Teaching scheme					Examination scheme (Marks)				
(Per week)	Lecture(DT)		Practical(Lab.)		Total		CE	SEE	Total
	L	TU	P	TW					
Credit	4				4	Theory		100	
Hours	4				4	Practical			
Pre-requisites:									
Objectives: The subject aims to learn basics of computing skills and application of various functions to enhance their employability.									
Course Outcome: CO-1: Students will be able to learn and understand basic computer skills using MS-word including Mail merge. Co-2: Students will be explored to various tools and functions using spreadsheet. Co-3: Students will learn application of various formulas and various functions for detailed analysis using spreadsheet. Co-4: Students will be able to make creative PowerPoint presentations using slide show tools and animation effects.									
Theory syllabus									
Unit	Content								Hrs
1	Basic Computing Skills: Word Insert Menu (Comment, Header, Footer, Page Number, Text Box, Quick parts, Word Art, Date and Time) ->Design and Page Layout (Themes, Colors, Fonts, Paragraph Spacing, Effects, Water Mark, Page Color, Page Border) -> Introduction to mail merge->Mail Merge with labelling								15
2	Detailing on Spread Sheet: Introduction to spreadsheet overview of menu, ribbon, tool bars, File Menu (Auto Fill, Inset, Delete, Auto Sum, Clear, Sort and filter) ->Formatting, Wrap Text, Merge & Center, Apply Currency Symbol, Percentage, Cell Alignment)->Insert (Picture, Shape, Text Box, Header & Footer, Word art, Equation)->Insert (Tables, Pivot Table, Recommended Pivot Table)->Insert (Charts, Pivot Chart, Interpretation of Chart) ->Page Layout (Themes, Colors, Fonts, Effects, Orientation, Margins, Size)-> Page Layout (Print Area, Breaks, Background, Print Titles, Gridlines, Headings, Bring forward, Send Backward, and Selection Pane)->Data (Text, Web, Access, Other Sources, Sort, Filter, Options in filter->Data (Text to Column, Flash Fill, Remove Duplicates, Consolidate) -> Basic Functions and Formula, sum, average, product, date, calculation of dates and time.								15
3	Spreadsheet Information: Function, Data (Data Validation, Group, Ungroup, Subtotal) ->Formulas (Sum, Average, Mini, Max, Count, Date, Date If, Date Value, Day, days, 14-time function, Minutes and other functions of Data and time)->Logical Function (IF, And, Or, Not, True). Sum if, count if, average if, sum ifs, average ifs, count ifs, NPV, lookup and reference functions. Remove duplicates, Pivot table and pivot, advance pivot table option, (change source, filed settings), Design Report layout, Subtotal, Grand total, Trace precedents, grouping of file, slicers, Name manager, goal seek, scenario manager, macro.								15

4	Power Point: Creating a Presentation, Adding Objects, Animation Effects, Slide Show Tools, Innovation Creation of PPT through Design Tool & View Options of Power Point.	15
Practical content		
Text Books		
1		
Reference Books		
1	Microsoft Excel Data Analysis and Business Modelling 2016	