



SANJAY GHODAWAT UNIVERSITY, KOLHAPUR

Sanjay Ghodawat University (SGU) is established in the Academic Year 2017-18, as a State Private University under Govt. of Maharashtra Act No. XL of 2017 dated 3rd May 2017, with the approval of the UGC and the state Government. "For the true measure of giving is giving without measure." Spread across 150 Acres, Sou. Sushila Danchand Ghodawat Charitable Trust's Sanjay Ghodawat University (SGU) is situated in serene atmosphere amidst idyllic hills and lush green meadows to study in harmony with Nature. The Institution aspires to run along the lines of best-in- the-world education and become a world-class institution where teaching-learning process gets a far deeper meaning. SGU always stands as the guiding star of brilliance, quality and deliverance beyond expectations. Innovativeness and Creativity are the hallmarks of a genius enterprise and SGU stands to be a stage where these qualities would be nurtured, encouraged and blossomed. The genius is incomplete without the sense of social responsibility and SGU's ultimate goal remains the development of an attitude of gratitude that freely gives back without expectations.

The Sanjay Ghodawat University stands as a beacon of light to guide the younger generation of the day on the right path to fulfillment in career and life. The USP of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

The university will help students develop as a unique individual-to be educated as a whole person, intellectually, emotionally, socially, ethically, and spiritually. The educational program designs are worked out meticulously in line with best in class universities with special focus on:

- Flexible Choice Based Credit System
- OBE - Outcome Based Education System



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- Experiential Learning
- Project Based Learning
- Case Based Learning
- Training need analysis based on Performance Appraisal System
- Active Learning tools for effective delivery
- Mentoring / Proctorship
- On line learning /Self learning platforms
- Flipped Classroom concept
- Effective Student Feedback Mechanism

VISION

Internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind.

MISSION

- To prepare students for life-long learning and leadership in a global academic culture
- To create intellectual manpower relevant to the industry and society at large
- To collaborate with institutions of international repute for academic excellence
- To promote research and development through conducive environment
- To encourage entrepreneurship and skill development programs

CORE VALUES

- Integrity
- Transparency
- Accountability
- Equality
- Empathy
- Stewardship

QUALITY POLICY

Sanjay Ghodawat University is committed to establish high standards in value-based quality education to enhance and nurture young minds to excel in their chosen profession and develop into socially responsible citizens through resourceful collaboration, innovation and research



CHOICE BASED CREDIT SYSTEM (CBCS)

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

University Grants Commission has come up with the Choice Based Credit System (CBCS) programme in which the students have a choice to choose from the prescribed courses, which are referred as core, elective or minor or soft skill courses and they can learn at their own pace and the entire assessment is graded-based on a credit system. The basic idea is to look into the needs of the students so as to keep up-to-date with development of higher education in India and abroad. CBCS aims to redefine the curriculum keeping pace with the liberalization and globalization in education. CBCS allows students an easy mode of mobility to various educational institutions spread across the world along with the facility of transfer of credits earned by students.

Where the students can choose the prescribed courses, as the core, and elective or soft skill courses, from a range of options, rather than to simply consume what the curriculum offers. They can learn at their own pace and the assessments are graded based on a credit system. It provides an opportunity for students to have a choice of courses or subjects within a programmed resembling a buffet, against the mostly fixed set of subjects now being offered (except for the limited choice of electives in professional degrees and postgraduate programmes) with the flexibility to complete the programmed by earning the required number of credits at a pace decided by the students.

The UGC has always initiated measures to bring efficiency and excellence in the Higher Education System of India. The basic motive is to expand academic quality in all aspects, right from the curriculum to the learning-teaching process to examination and evaluation systems. However, so far multiple methods are followed by different universities across the country towards examination, evaluation and grading system. Considering this diversity, the implementation of the choice based credit system seems to be a good system in assessing the overall performance of a student in a universal way of a single grading system.



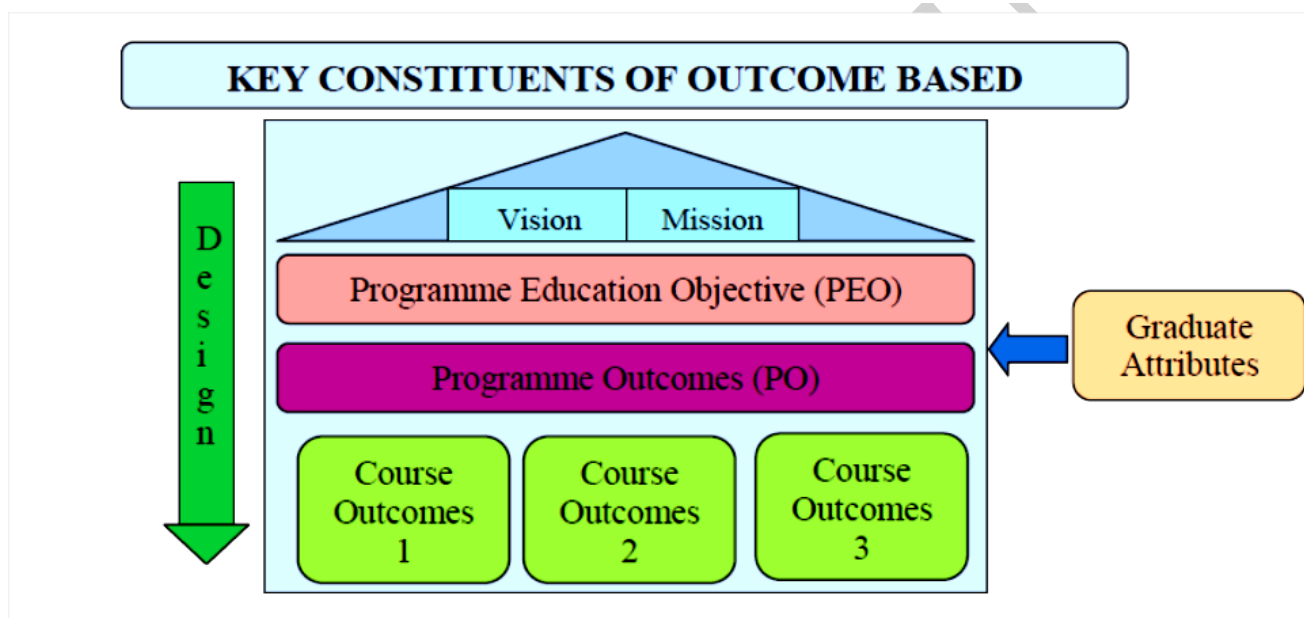
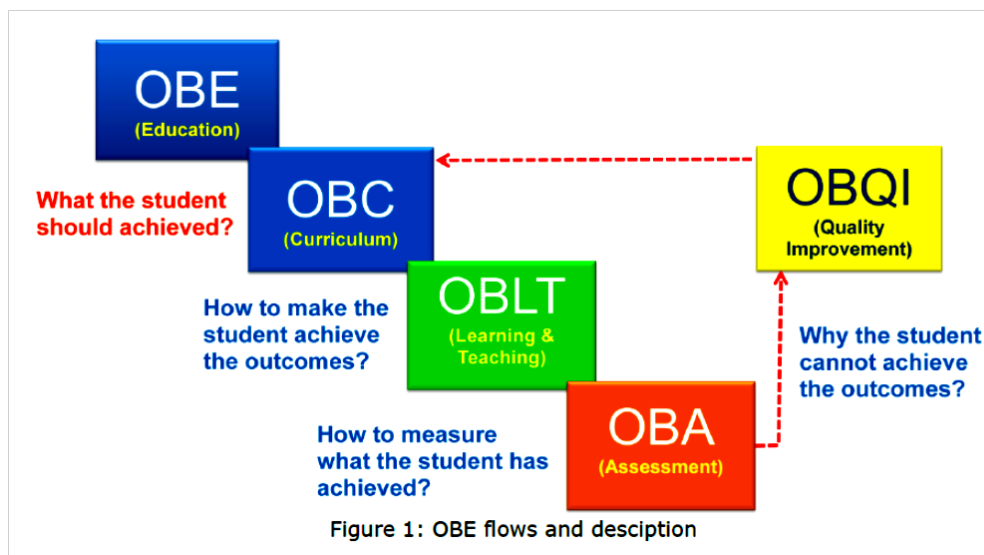
OUTCOME BASED EDUCATION (OBE) MODEL

Sanjay Ghodawat University (SGU) has implemented OBE model of education, which is a learner centered approach. SGU has witnessed a sea change in the entire academic systems with implementation of all three components of OBE – Design, Delivery and Assessment. The SGU model of autonomy focuses on experiential learning which believes in learning by doing. This is achieved through hands on experience, industrial assignments, mini projects and live problem solving and collaboration with industries.

SGU is set in to dynamics of transformation and witnessing a shift in focus from teaching to learning and entire academic system of SGU is designed to provide multiple learning opportunities for students to acquire and demonstrate the Knowledge, Skills and Attitudes (KSA) for rewarding career.

The Vision and Mission of the Management, contribution from eminent BOG members and knowledgeable members of Academic Council and Board of Studies, the motivation and drive of the Director, the relentless efforts of the fellow Deans and Head of Departments and all teaching and non-teaching staff along with commitment to learning of students made it possible to successfully transform the institute and stand out to carve a niche for itself as an Institute of repute.

OBE is an approach of curriculum design and teaching that focuses on what students should be able to do (attained) at the end of course/ program. Outcome based education (OBE) is student-centered instruction model that focuses on measuring student performance through outcomes. Outcomes include knowledge, skills and attitudes (KSA). Its focus remains on evaluation of outcomes of the program by stating the knowledge, skill and behavior a graduate is expected to attain upon completion of a program and after 4 – 5 years of graduation. In the OBE model, the required knowledge and skill sets for a particular degree is predetermined and the students are evaluated for all the required parameters (Outcomes) during the course of the program.



The OBE model measures the progress of the graduate in three parameters, which are

- Program Educational Objectives (PEOs)
- Program Outcomes (POs)
- Course Outcomes (COs)

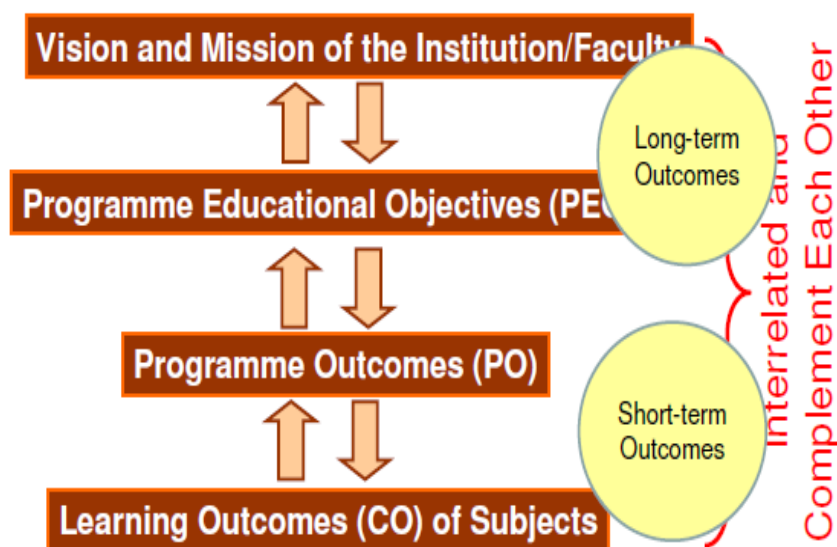
Program Educational Objectives (PEO) are broad statements that describe the career and professional accomplishments that the program is preparing the graduates to achieve. PEO's are measured 4-5 years after graduation. Program outcomes are narrower statements that describe what students are expected to know and be able to do by the time of graduation. They must reflect the Graduate attributes. Course outcomes are the measurable parameters which evaluates each students performance for each course that the student undertakes in every semester.

The various assessment tools for measuring Course Outcomes include Tests and End Semester Examinations, Tutorials, Assignments, Project work, Labs, Presentations, Employer/Alumni

Feedback etc.,. These course outcomes are mapped to Graduate attributes and Program outcomes based on relevance. This evaluation pattern helps Institutions to measure the Program Outcome. The Program Educational Objective is measure through Employer satisfaction survey (Yearly), Alumni survey (Yearly), Placement records and higher education records.

Outcomes in OBE

A Model Hierarchy of Outcomes



Special Features of OBE

- OBE is an educational process that focuses on what students **can do** or the **qualities** they should develop after they are taught.
- OBE involves the restructuring of curriculum, assessment and reporting practices in education to reflect the achievement of high order learning and mastery rather than accumulation of course credits.
- Both structures and curricula are designed to achieve those **capabilities** or **qualities**.
- Discourages traditional education approaches based on direct instruction of facts and standard methods.
- It requires that the students demonstrate that they have learnt the required skills and content.



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(Established as a State University under Government of Maharashtra Act No XL dated 3rd May 2017)

Academic and Examination Rules and Regulations

Approved in the second Academic Council Meeting held on 26th May, 2020 and to be implemented from academic year 2020-21. [Version R02]

Sanjay Ghodawat University Kolhapur

Kolhapur - Sangli Highway, A/p Atigre - 416 118,
Tal. - Hatkanangale, Dist. Kolhapur,
Maharashtra, India

(Implemented from Academic year 2020-21)



Academic and Examination Rules and Regulations

1.0 Preamble

The Sanjay Ghodawat University (SGU) stands for quality and excellence. It aims at nurturing the young talent and grooming them into responsible citizen and a value added human resource. Outcome Based Education (OBE) model is adopted to enhance the effectiveness of teaching learning process and Credit Based semester system is implemented.

The focus of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

Vision of SGU is internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind. To achieve the vision SGU has developed state-of-the-art infrastructure that promotes conducive ambience promoting innovation and research. Create intellectual manpower relevant to the industry and society at large. Foster mutually beneficial partnership with alumni, industry and academia. Inculcate ethics and values to develop socially responsible citizens and promote entrepreneurship.

SGU is offering various programs through schools such as School of Technology, School of Commerce and Management, School of Sciences and School of Arts.

SGU has implemented the outcome-based Education (OBE) system and Credit based Evaluation System in all the schools.

The rules and regulations mentioned in this document are applicable to all the Under Graduate (UG) and Post Graduate programs offered by the Sanjay Ghodawat University from the academic year 2018-19. The rules and regulations stated under here are subject to revisions / refinements, updates and modifications and amendments by Academic Council (AC) from time to time and applicable to all batches including those already undergoing programs in different year and are binding on all stakeholders including students, faculty, parents and University authorities.

The academic programs of the University shall be governed by rules and regulations approved by the Academic Council from time to time. Academic council is the supreme and statutory



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academic body that governs all academic matters of the university and the decisions of the academic council are final and binding in the matters related to academics.

2.0 Definition of Terms

1. **University:** University means Sanjay Ghodawat University, Kolhapur
2. **Academic Year:** The period of the year during which students attend university for all academic activities, usually it starts from first of July and ends on 30th of June next year.
3. **Semester:** Academic Year is divided in to 2 parts called Semester, Odd Semester which starts from July and Even Semester which starts from January.
4. **Duration of Semester:** Total duration of semester is usually 20 weeks per semester including instructions, examination and evaluation. Total instructional days are 90 per semester.
5. **Course:** It is a Subject that is in a semester. The course may consist of Theory/Practical/Project/Seminar during semester. Usually taught by instructor in a class. e.g. Physics, Chemistry, Engineering Mechanics, Workshop etc.
6. **Program:** Collection of Courses is called Program. Masters of Business Administration (MBA), M.Tech. in Civil Engineering, Bachelor of Business Administration (BBA). Bachelor of Commerce (B.Com.) etc.
7. **Department:** Department is a unit of the school which offers one or more programs.
8. **Contact Hours:** Time of students in class/laboratory with instructor. Usually in the range of 26-30 Hrs./Week. For the purpose of uniformity one contact hour is measured as 60 minutes
9. **Academic Council (AC):** Means apex academic body governing the academic programs responsible for framing policy, rules and regulations.
10. **Board of Examination (BOE):** Central body responsible for framing policy, rules and regulations for Examination.
11. **Board of Studies (BOS):** Departmental academic body to govern the academics of programs (BOS) offered by department.



3.0 Curriculum:

3.1. Curriculum:

Every program has a prescribed structure which, in general, is known as Curriculum. It prescribes courses to be studied in each semester. The booklet containing courses structure along with detail syllabus for each course of each program is updated periodically and made available on the website.

3.2. Semesters:

SGU implements a credit based semester system. The academic year is divided into two regular semesters. The semesters that begin in July are known as Odd semester and the semester that begin in January are known as Even semesters. Total duration of each semester is generally of 20 weeks including the period of examination, evaluation and grade declaration.

3.3. Course Credit System/Structure:

In general, a certain quantum of work measured in terms of credits is laid down as the requirement for a particular program. Calculation of number of credits for a course in any semester is as per Table 3.1

Table 3.1: Calculation of number of credits for a course

Sr. No.	Course	Credits
1	Lecture of 1 hour/week	1
2	Tutorial of 1 hour/week	1
3	Practical / Laboratory / Drawing/mini-project of two hours/ week	1
4	Seminar (1 hour per week)	1

There are mainly two types of courses- viz. Theory courses and Laboratory courses. Generally a theory course consists of Lecture hours (L) and Tutorial hours (T). Tutorial hours may not be assigned to a particular theory course if it has a separate laboratory course. Laboratory course consists of practical/practice hours (P) for which a student works in a Laboratory/Drawing Hall/Workshop/On Field. The other courses required to be taken by a student include seminar, mini project, and project at various levels of the program.

A student shall earn credits for a particular course by fulfilling the minimum academic requirements for attendance and evaluation. No credits shall be awarded if a student satisfies the minimum attendance requirements but fails to meet minimum evaluation requirements.



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The total number of credits required for completing a program shall be mentioned in the course structure. The total number of credits in a semester which a student registers shall generally be 20--25. The maximum number of credits per semester shall not exceed 30.

3.4 Audit Course:

3.4.1 A student may have to register for an audit course in a semester which could be institute requirement or department requirement.

3.4.2 An audit course may include either a) a regular course required to be done as per structure or required as pre-requisite of any higher level course or b) the programmes like practical training, industry visits, societal activities etc.

3.4.3 Audit course shall not carry any credits but shall be reflected in Grade Card as "PP"/"NP" depending upon the satisfactory performance in the semester evaluation as per the course curriculum structure.

Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM as a part of ASCC as per guidelines of competent apex bodies/authorities and in curriculum structure.
2. Students shall apply to the Head of the Department / other designated competent academic authority of the University through Departmental MOOC Coordinator in advance and seek permission for opting course and seeking credit transfer for the proposed MOOCs as in curriculum structure, he/she wishes to pursue.

4.0 Course Registration:

4.1 Every student must register for the courses that he/she wants to study for earning credits at the beginning of each semester on the prescribed dates announced from time to time and shall be mandatory for every student till he/she completes the program. Only after registration his/her name shall appear in the roll list of each of such courses.

4.2 Students shall be required to fill up a Course Registration Form which shall be made available to them by the Student section of Administration office after payment of required fees.

4.3 Registration, according to rules, should be carried out as per the schedule given in academic calendar. Late registration may be permitted only for valid reasons and on payment of late registration fees. In any case, registration must be completed before the prescribed last date for registration, failing which his/her studentship shall be liable to



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be cancelled. Students having dues outstanding towards the institute or hostel shall be permitted to register only after clearing such dues.

4.4 In-absentia registration may be allowed only in rare cases at the discretion of the Dean Academics and with prior permission.

4.5 For registration in an odd semester, the student must have earned all the credits of the pre-previous year and at least $2/3^{\text{rd}}$ credits of the previous year. For example, for registration of the 3^{rd} semester courses (i.e. 2^{nd} year of program), a student must have earned $2/3^{\text{rd}}$ credits of the first year. However, if $2/3^{\text{rd}}$ calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for taking decision related with this clause.

4.6 A student registered in odd semester shall be eligible to register for the courses offered in the even semester of that year irrespective of his/her SGPI or the number of credits earned by him/her in that odd semester.

5.0 Lateral Entry for B Tech Programs

Post diploma students in engineering and B.Sc. Graduates can have lateral entry at third semester of the program. Such admissions are governed by the rules of regulatory bodies like AICTE New Delhi and Directorate of Technical Education Maharashtra state and Sanjay Ghodawat University for Admission criteria and shall undergo all academic requirements as specified by the Academic council.

For such students there shall not be First Year Performance Index (FYPI). Semester Performance Index (SGPI) and Cumulative Performance Index (CGPI) shall be calculated from the third semester onwards taking into consideration the courses undergone by them at Sanjay Ghodawat University Kolhapur.

Registration of the students not covered by the cases mentioned above shall be decided by the Academic Council. Such students shall undergo the academic program as specified by the Academic Council. Such odd entry students shall not be eligible for any medals or awards instituted by the institute.

6.0 Change of Program:

This is applicable to B Tech Program only. Students shall be eligible to apply for Change of Program after completing the first two semesters. The following rules/ guidelines shall be used for considering their applications for change:



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6.1 The change of program shall be permitted strictly on merit basis subject to the rules of admissions prevailing at the time of such change.

6.2 Students without fail grades and/or backlogs shall be eligible to apply for change of program and can give their choices in the order of preference.

6.3 The request for change of program by a student from program A to program B shall be considered if number of students of program B does not exceed the sanctioned capacity of program B and also the minimum strength required to run the program as decided by Academic Council.

6.4 All such transfers can be effected only once at the beginning of the second academic year of the 4-year UG program. No application for change of program during subsequent academic years shall be entertained.

7.0 Facilitation to Students:

7.1 Faculty Advisor:

On joining the institute, a student or a group of students shall be assigned to a faculty advisor who shall be mentor for a student throughout his/her tenure in the institute. A student shall be expected to consult the faculty advisor on any matter relating to his/her academic performance and the courses he/she may take in various semesters / summer term. A Faculty advisor shall be the person to whom the parents/guardians should contact for performance related issues of their ward. The role of a faculty advisor is as outlined below:

The role of the Faculty Adviser is outlined below:

- a. Guide the students about the rules and regulations governing the courses of study for a particular degree.
- b. Advise the students for registering courses as per curriculum given. For this purpose, the Faculty Adviser has to discuss with the student his/her academic performance during the previous semester and then decide the number and nature of the courses for which s/he can register during the semester as per the curriculum.
- c. Approve the registration of the students.
- d. Advise students to overload/drop one or more courses/activities based on her/his academic performance as per the prescribed rules.
- e. At the end of the first semester/year, the Faculty Adviser may even advise a reduced load program for a poorly performing student.
- f. Pay special attention to weak students and carefully monitor performance of students recommended for slow track option.



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- g. Advise students for Course Adjustment/Dropping of courses during the Semester within the stipulated time frame given in the Academic calendar.
- h. Advise students seeking semester drop either during the ongoing semester or before the commencement of the semester. Faculty Adviser has to ensure strict compliance of rules and regulations laid down for this purpose. Recommend the cases to the appropriate authorities for consideration.
- i. Make revised plan of study for weak/bright students based on their semester wise performance.
- j. Suggest modalities for course/credit requirements for the students recommended for exchange program.
- k. Guidance and liaison with parents of students for their performance.
- l. To ensure that students are not permitted to re-register for courses, which they have already passed.
- m. Inform students that any academic activity (course / Lab. / seminar / project / noncredit requirement etc.) undergone without proper registration will not be counted towards the requirements of his/her degree.
- n. Strictly warn students that if she/he fails to register during any semester without prior approval, his/her studentship is liable to be cancelled.
- o. Keep the students updated about the Academic Administration of the University.

7.2. Helping Weaker Students:

A student with backlog/s should continuously seek help from his/her Faculty Advisor, Head of the Department and the Dean of respective schools. Additionally, he/she must also be in constant touch with his/her parents/local guardians for keeping them informed about academic performance. The university also shall communicate to the parents/guardians of such student at least once during each semester regarding his/her performance in in various tests and examination and also about his/her attendance. It shall be expected that the parents/guardians too keep constant touch with the concerned Faculty Advisor or Head of the Department, and if necessary - the Dean of the respective school.

8.0 Discipline and Conduct:

8.1 Every student shall be required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity, which shall tend to bring down the prestige of the university.



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8.2 Any act of indiscipline of a student reported to the Dean, Student Development, shall be discussed in a Disciplinary Action Committee of the institute. The Committee shall enquire into the charges and recommend suitable punishment if the charges are substantiated.

8.3 If a student while studying in the university is found indulging in anti-national activities contrary to the provisions of acts and laws enforced by Government he/she shall be liable to be expelled from the institute without any notice.

8.4 If a student is involved in any kind of ragging, the student shall be liable for strict action as per provisions in the Maharashtra anti-ragging act.

8.5 If any statement/information supplied by the student in connection with his/her admission is found to be false/ incorrect at any time, his/ her admission shall be cancelled and he/she shall be expelled from the university and fees paid shall be forfeited.

8.6 If a student is found guilty of malpractice in examinations then he/she shall be punished as per the recommendations of the Grievance Redressed Committee (CRC) constituted by Board of Examinations.

8.7 Every admitted student shall be issued photo identification (ID) card which must be retained by the student while he/she is registered at Sanjay Ghodawat University Kolhapur. The student must have valid ID card with him/her while in the University Campus.

8.8 Any student who alters or intentionally mutilates an ID card or who uses the ID card of another student or allows his/her ID card to be used by another, student shall be subjected to disciplinary action.

8.9 The valid ID card must be presented for identification purpose as and when demanded by authorities. Any student refusing to provide an ID card shall be subjected to disciplinary action.

8.10 Students should switch off the Mobiles during the Instructional hours and in the academic areas of university Building, Library, Reading room etc. Strict action will be taken if students do not adhere to this.

8.11 during the conduct of any Tests and Examination students must not bring their mobiles. A student in possession of the mobile whether in use or switched off condition will face disciplinary action and will be debarred from appearing for the Test / Examination.

9.0 Academic Calendar

The academic activities of the institute are regulated by Academic Calendar and is made available to the students'/ faculty members and all other concerned in electronic form or hard



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copy. It shall be mandatory for students / faculty to strictly adhere to the academic calendar for completion of academic activities.

10.0 Attendance:

10.1 Regular 100% attendance is expected from all students for every registered course in lectures, tutorial, laboratory, projects, mini-projects and other courses mentioned in program curriculum. Hence, attendance is compulsory and shall be monitored during the semester rigorously. Students shall be informed at the end of every month if they are failing short of attendance requirements.

10.2 A Maximum of 25% absence for the attendance may be permitted only on valid grounds such as illness, death in family of blood relations (Father, Mother, Sister, and Brother) and any other emergency reason which is beyond the control of the student and shall be approved by the authorities in respective departments.

10.3 *If a student fails to put up 75% attendance individually in each course, the student will be put under X grade category and student will be debarred from attending the End Semester Examination (ESE) and Re-Exam for that semester in that course.* However, student has an option to re-register for the course whenever it is offered next time or he can appear for 100% examination for which he will be awarded two grade penalties. Student's FET, CAT I and CAT II marks are treated as null and void.

10.4 The maximum number of days of absence for students participating in Co-curricular activities /Sports/ Cultural events during a semester shall not exceed 10. Any waiver in this context shall be on the approval of the Academic council only after the recommendation by Dean Academics of the university.

The HOD and Dean of the respective school shall report and recommend to Academic Council the cases of students not having 75% attendance as per the records of course instructor. After rigorously analyzing these cases Academic Council may take a decision to debar such student from End-Semester Examination (ESE) for that course. Such a student shall re-register for that course as and when it is offered next. ISE and MSE evaluations of such a student for this course during regular semester shall be treated as null and void.

10.5 A student remaining absent during ESE of a course either on medical ground (Accident and/or hospitalization of a student) or any other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing University at university/state level in sports/co-curricular activities shall be treated as per the rules of Sec 12.6.2 and 11.1.2.



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The critical cases of absenteeism which are not covered by any of the above clauses shall be reported by concerned Head of Department to Academic Dean and all such cases the decision of Academic Council is final.

11.0 Modes of Assessment

11.1 Assessment of Theory Courses:

11.1.1 A student shall be evaluated for his/her academic performance in a theory course through Faculty Evaluation Theory (FET), Continuous Assessment Tests (CAT-I and CAT-II) and End Semester Examination (ESE).

11.1.2 The relative weightage for the theory courses having ESE shall be generally as shown in the Table 11.1.2

Table 11.1.2: Weightage for the theory courses in %

FET	CAT-I	CAT-II	ESE
20	15	15	50

The details of the weightage of each course shall be listed in the structures of each program.

11.1.3 FET shall be based on student's performance in assignments, quizzes, seminars, Course projects and field assignments, term papers, etc. The mode of FET shall be decided and announced by the Course Instructor at the beginning of the course.

11.1.4 CAT-I shall generally be of one-hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that Semester. The test will be based on first two units of the course.

11.1.5 CAT-II shall generally be of one-hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that semester based on unit 3 and unit 4 of the course.

11.1.6 ESE is of three hours' comprehensive examination having the weightage of 60% for unit 5 and 6 and 40% to unit 1 to unit 4. It is of 100 marks.

11.1.7 All examinations and evaluations shall be compulsory. Credits for a course shall be awarded only if a student satisfies evaluation criteria and acquires the necessary minimum grade.

11.1.8 There shall be no re-examination for CAT-I and CAT-II of the courses having all the three components of evaluation viz. FET, CAT-I, CAT-II and ESE. However, a student remaining absent for CAT-I and CAT-II for representing the institute in state level or



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university level sports/co-curricular activities (on prior recommendation and approval from) or on valid grounds such as illness, death in family or other emergency reason which is beyond control of a student (on approval by the Head of Department and Dean of respective school shall be considered for Make- up examinations.

11.1.9 A student remaining absent for ESE of a course either due to medical reason (Accident and/or hospitalization of a student) or other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing college at university/state level in sports/co-curricular activities shall be awarded with grade "I". Such a student shall be allowed to appear for make-up examination scheduled along with re-examinations of other courses. The student shall apply to COE with proper documentary evidence to appear for make-up examination. After make-up examination, a student shall be entitled to an appropriate grade as per Table I of Sec. 10.1.2 based on his/her performance during the regular semester and in make-up examination.

11.2 Assessment of Laboratory Courses:

11.2.1 The assessment of laboratory course shall be continuous and based on turn-by-turn supervision of the student's work and the quality of his/her work as prescribed through laboratory journals/practical work/reports and his/her performance in viva-voce examinations uniformly distributed throughout the semester. Where ESE for the laboratory course is specified ESE shall be based on performing an experiment followed by an oral examination. The relative weightage for FEP and ESE for assessment of laboratory courses shall be 50% each for FEP and ESE and a minimum performance of 40% in both ISE and ESE separately shall be required to get the passing grade.

11.2.2 ESE for laboratory course shall normally be held before the ESE for theory courses and shall be conducted by a panel of examiners appointed by COE from the panel of experts approved by BOS. This activity shall be coordinated by Department Examination Coordinator (DEC) in consultation with HOD of the respective department.

11.2.3 Student failed in ESE of a laboratory course in a regular semester shall be eligible to appear for 100% examination conducted along with ESEs of laboratory courses of the subsequent semester. Such examination shall be fairly comprehensive (generally of 3 hours similar to POE i.e. Practical-Oral-Examinations) to properly judge his/her practical skill and theoretical knowledge for that laboratory course. He/She shall suffer one grade penalty.



12.0 The Grading System:

Absolute Grading System (AGS) is adopted based on absolute numerical marks obtained by the student during all stages of evaluation for a course.

12.1. Award of Grade (Regular Semester):

12.1.1 For every course registered by a student in a semester, he/she shall be assigned a grade based on his/her combined performance in all components of evaluation scheme of a course as per the structure. The grade indicates an assessment of the student's performance and shall be associated with equivalent number called a grade point.

12.1.2 The academic performance of a student shall be graded on a ten-point scale. The Absolute Grading System is followed. Letter grades, the guidelines for conversion of marks to letter grades and their equivalent grade points are as given in Table

Table 12.1.2: Grade Table for Regular Semester

Marks Obtained	Grade GL	Letter	Grade Point GP	Performance Description
90-100	O		10	Outstanding
80-89	A+		09	Excellent
70-79	A		08	Very Good
60-69	B+		07	Good
50-59	B		06	Above Average
45-49	C		05	Average
40-44	P		04	Pass
00-39	F		00	Fail
-	Ab		00	Absent
-	X		00	Detained (Failed)
-	Satisfactory		-	Pass in Non-Credit Courses
-	Un Satisfactory		-	Failed in Non-Credit Courses

12.1.3 A student shall pass the course if he/she gets any grade in the range "O" to "P".



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“FF” grade shall be awarded to a student in a course if he/she gets less than 40% marks jointly in the FET, CAT-I, and CAT-II and ESE for a theory course and in PET and ESE for a laboratory course. A course shall then be eligible to apply for re-examination. A student failed in laboratory course shall be eligible to apply only for 100% examination conducted with the laboratory examinations of the subsequent semester. In both cases, a student has to suffer one grade penalty.

12. Assignment of X Grade

Grade "X" in a regular course shall be given to a student if he/she falls in any of the following categories.

13.1.1 A student does not maintain the minimum 75% attendance in any of the theory or laboratory courses.

13.1.2 A student has not completed most of the Evaluations like FET, CAT-I and CAT-II due to non-medical reasons (for example when a student has missed all or most of the components of internal evaluation conducted by the instructor in that semester).

13.1.3 The performance of a student is less than 40% in FET, CAT-I and CAT-II Combined.

13.1.4 A student is guilty of any academic malpractice during semester (Such cases shall be dealt by Grievance Redressed and Discipline Committee).

In above four cases grade "X" shall be declared one week before ESE and intimated to the Academic Office and COE immediately thereafter. Such a student shall not be permitted to take the ESE of that course.

13.1.5 Grade "X" may be given to a student if

13.1.5.1 A student eligible for ESE remains absent for ESE of a course with no written intimation to Exam Cell within four days after the respective ESE is over.

13.1.5.2 A student is guilty of any academic malpractice during examination. (Such cases shall be dealt by Grievance Redressal Committee).

In 13.1.5.2 grade "X" in that course shall be declared after Grievance Redressed Committee confirms the academic malpractice.

In above two cases when a student gets "X" grade in a course, then this shall be treated as "FF" for the purpose of calculation of Semester Performance Index (SGPI) and First Year Performance Index (FYPI) or Cumulative Performance Index (CGPI).

Following rules apply to the student who has obtained grade "X" in a regular semester:



13.1.6.1 A student obtaining grade "X" in a course in a regular semester or during examination shall not be allowed to appear for End Semester Examination and also Re-ESE conducted before the beginning of the next semester. His/her FET, CAT-I and CAT-II evaluations for all courses shall be treated as null and void. He/She needs to re-register for courses of that semester in the next academic year whenever they are offered and undergo all evaluations along with fresh regular students for which he will get one grade penalty.

13.1.6.2 Grade "I" shall be declared in a theory/laboratory course if a student has satisfactory performance FET, CAT-I, CAT-II and has fulfilled the 75% attendance requirement, but has not appeared for ESE due to genuine reasons. Such students shall be eligible for the make-up examination of ESE only on medical grounds/valid reasons and on production of authentic medical certificate or other supporting document/s (as required by the University) to the COE within ten days after the respective examination is over. The application form with requisite amount of fees must be submitted to the Exam Cell before the last date of filling such application forms for make-up examinations. These examinations shall be based on 100% syllabus and shall be scheduled before the commencement of the subsequent semester for theory courses and along with ESEs of laboratory courses of the subsequent semester. A student with "I" grade when appears for the make-up examination shall be eligible to obtain a regular performance grade ("O" to "F") as per Table 11.1.2 depending on his/her overall performance in FET, CAT-I, CAT-II and make-up examination. If a student fails to appear for make-up examination too, a grade "XX" shall be awarded to him/her. Thus "I" is only a temporary grade and shall be replaced by a valid grade only after make-up examination.

13.2 There shall be a few audit courses as per the policies of the institute or as decided by DPC of respective program. The grade "PP" (Passed)/ "NP" (Not Passed) shall be awarded for such courses depending upon the performance of a student evaluated by the faculty in-charge. No grade points shall be associated with these grades and performance in these courses shall be not taken into account in the calculation of the performance indices (SGPI, CGPI). However, the award of the degree shall be subject to obtaining a "PP" grade in all such courses.

13.3 Award of Grades for Re-Examination:

13.3.1 A student who has obtained grade "F" in regular semester shall be eligible to appear for re-examination conducted before the commencement of the next regular semester. In



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such cases FET, CAT1 and CAT2 marks are carried forward and a student has to suffer one grade penalty

13.3.2 A student shall apply for re-examination before the last date of such application and shall appear for re-examination.

13.3.3 50% weightage similar to ESE shall be given to re-examination and there is one grade penalty.

13.3.4 A student who has obtained "F" grade in ESE of a regular semester and has not availed re-examination option or a student who has obtained "F" grade in both ESE and re-examination shall be eligible to choose one of the two options below to clear his/her backlog:

- Re-registration for the next regular semester course whenever that course is offered.
- Appearing for ESE of the course when conducted...

A student detained in a regular semester due to either a) by obtaining "X" grade or b) by involvement in academic malpractice or c) by breaking the institute code of conduct and discipline can re-register for the course when offered next

Following rules apply for these cases:

13.4.1 In first case i.e. Re- registration the earlier performance of a student in all the evaluations of that course shall be treated as null and void. The student has to undergo all the evaluations after re-registration.

13.4.2 Grades for Third and Subsequent attempts:

If A student opts for ESE or Re ESE who previously had obtained grade "F" in a course in two attempts, his/her FET, CAT1 and CAT2 performance of the regular semester shall be considered for evaluation and He/She has to suffer two grade penalty for the third attempt and for 4th and subsequent attempts shall be awarded a grade "P" or "F" or "X" based on his/her performance. However, if a student takes more than three chances (regular examination being the first chance, re-examination being the second chance, to clear a course, then the maximum passing grade that he/she can get shall be only "P". Thus a student has to suffer a grade penalty by accepting a lower grade than that obtained in the regular examination, re-examination, or examination for a re-registered course.

14. CALCULATION OF PERFORMANCE INDICES:



14.1. Semester Grade Point Average (SGPA)

The performance of a student in a one specific semester is indicated by SGPA. SGPA is a weighted average of the grade points obtained in all courses registered by the students during the semester. SGPA can be calculated by following equation.

$$SGPA = S_i = \frac{\sum_{i=1}^n C_i P_i}{\sum_{i=1}^n C_i}$$

Where, $i = 1, 2, 3, \dots, n$ are number of courses during semesters. C = No of credits associated with that course and P = Grade point earned in that course. SGPA will be rounded off to two decimal places.

14.2 Cumulative Grade Point Average (CGPA)

The total cumulative performance of a student at the end of specific semester is indicated by CGPA. An up-to-date assessment of the overall performance of a student for the courses from the first semester onwards till completion of the program shall be obtained by calculating Cumulative Grade Point Average (CGPA).

CGPA is a weighted average of the SGPA obtained in all semesters by the students during the semesters. CGPA can be calculated by following equation.

$$CGPA = \frac{\sum_{j=1}^n C_j S_j}{\sum_{j=1}^n C_j}$$

Where, $j = 1, 2, 3, \dots, n$ are number of semester during program. C = Total No of credits in the semester for which CGPA is to be calculated.

CGPA will be rounded off to two decimal places.

Conversion of CGPA to percentage marks for $CGPA \geq 4.5$ can be obtained using equations.

Percentage marks = $(CGPA \times 10) - 7.5$.

For the students acquiring "I" grade (which is only a temporary grade) in any of the courses, SGPA, CGPA shall be calculated only after make-up examination.



14.3. First Year Performance Index (FYPI): (Applicable for B. Tech Programs Only)

14.3.1 For a student registered in Sanjay Ghodawat University Kolhapur right from the First semester, First-Year-Performance-Index (FYPI) shall be calculated as weighted average of the grade points obtained in all the courses registered by him/her in semesters I and II only.

$$FYPI = \frac{\sum_i C_i g_i}{\sum_i C_i}$$

Where summation is for all the courses registered by a student in first two semesters. FYPI shall be calculated when SPI for the second semester is calculated. FYPI shall be rounded off to two decimal places.

14.3.2 FYPI shall reflect all the courses undergone by a student in the first year including the courses in which he/she has failed. FYPI may get modified in the subsequent semesters whenever a student clears his/her first year backlog courses.

14.3.3 If a student has been awarded "I" grade in the regular semester course of the first year then, FYPI shall be calculated after the make-up examination on the basis of the grade obtained by that student in a make-up examination.

14.3.4 If a student has obtained grade "F" or "X" at any time in any of the courses registered by him, then zero grade points corresponding to these grades shall be taken into consideration for calculation of FYPI.

15 Maximum Duration for Completing the Program

Maximum duration for completing any program UG/PG offered by Sanjay Ghodawat University is respective program duration plus two additional years.

Maximum duration for getting the B. Tech. degree for students admitted in the first semester of UG program is, program duration plus two additional years (i.e. 12 Semesters and 6 academic years) For lateral entry student academic admitted in the third semester shall be (10 Semester and 5 Years). Similarly, applicable for PG Program.

The maximum duration of the program includes the period of withdrawal, absence and different kind of leaves permission to student but excludes the period of rustication of the student from the university however genuine case a confidential of valid reason may be referred to academic council for extending this limit by additional criteria

16. NFTE (Not Fit for Technical Education) (Applicable to B Tech program only)

It is mandatory for the student to earn all credits of first year specified for semester I and II or eligible for ATKT as per the rules to seek admission to semester III of second year in three



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years from the date of admission to avoid NFTE. If a student fails to become eligible for admission to Semester III in three year form the date of his/her admission, he/she shall be declared as “Not Fit for Technical Education” leading to discontinuation of his/her registration with the university. Such cases should be put up in the academic council.

17. Academic Progress Rules (ATKT Rules):

17.1 A student shall be allowed to register for the courses of the next year's odd semester only if he/she has earned all the credits of the previous year and has earned at least 75% credits of the current year. If 75% calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for deciding the eligibility for ATKT.

(a) At the end of 1st year a student shall be allowed to keep terms (ATKT) to 2nd year of study provided he/she attends course work prescribed for 1st year with prescribed attendance and successfully earned at least 75% of the total credits specified for 1st year program.

For Example: Total credits for B. Tech first year 2017-18, are 45 (Total of Semester I and II). A Student should earn minimum 75% of the 45 Credits i.e. 33.75 (Rounded to 33 Credits). A student can go to next higher class with a maximum backlog of 12 credits of semester I and II of the first year.

Student, who fails to earn those credits, cannot register for next semester, either it can re-registrar for the course and credits or can use the next opportunity to earn the credits when exams are conducted.

(b) At the end of 2nd year a candidate shall be allowed to keep terms to 3rd year of study provided he/she attends course work prescribed for 2nd year with prescribed attendance, and successfully cleared 1st year program and at least 75% of total credits prescribed for 2nd year program.

(c) At the end of 3rd year a candidate shall be allowed to keep terms to final year of study provided he/she attendants course work prescribed for 3rd year with prescribed attendance, and should have completed 2nd year program and 75% of total credits prescribed for 3rd year program.

All such candidates fulfilling the above criteria shall be declared as FAILED, ATKT.

A student shall be allowed to take admission for odd semester of next academic year only if he/she have earned all the credits of the previous year and 75% happens to be a decimal, it is rounded to only integer part.



18 Semester Grade Report:

18.1 Semester grade report reflects the performance of a student in that semester (SGPI) and also his/her cumulative performance for the first year (FYPI) and also the cumulative performance since the third semester of his/her study (CGPA).

18.2 The semester grade card issued at the end of each semester/ summer term to each student shall contain the following.

- The credits for each course registered for that semester.
- Any audit course/s undertaken by a student in a Semester.
- The letter grade obtained in each course.
- The total number of credits earned by a student for the first year separately.
- The total number of credits earned by a student since the 3rd semester onwards.
- SGPI, FYPI, CGPI.
- A list of backlog courses, if any.
- Remarks regarding eligibility of registration for the next semester.

18.3 Semester grade card shall not indicate class or division or rank however a conversion from grade point index to percentage based on CGPI shall be indicated on the final grade card of the program.

19 Award of Degree:

Following rules prevail for the award of degree.

- A student has registered and passed all the prescribed courses under the general institutional and departmental requirements.
- A student has obtained $CGPI \geq 4.75$.
- A student has paid all the institute dues and satisfied all the requirements prescribed.
- A student has no case of indiscipline pending against him/her.
- Academic Council shall recommend the award of degree to a student who is declared to be eligible and qualified for above norms.

20. Grace Marks

- Maximum total grace marks will be 1 % of the total theory credit courses x 100 subjected.
- To maximum 6 marks in that semester.
- Grace marks will be given candidate for change in grades for theory credit courses,
 - i.e. from Fail to pass grade only and will be reflected in final ESE marks.



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- The grace marks are applicable only for maximum $1/3^{\text{rd}}$ courses (rounded to higher Integer part i.e. if there are 4 theory courses then $4/3 = 1.33 = 2$ courses).
- Maximum grace marks will be distributed in maximum courses.
- Benefit of grace marks is not applicable for any medal/award.
- Applicable to theory and (Theory + Practical Courses). It is not applicable for Practical courses.
- Scheme for grace marks only can be used when the student will pass in all courses of that semester.

21. CGPA Improvement Policy for Award of Degree:

An opportunity shall be given to a student who has earned all the credits required by the respective program with CGPA greater than or equal to 4.00 but less than 4.75 to improve his/her grade by allowing him/her to appear for ESE examinations of maximum two theory courses of seventh semester. Such examinations shall be scheduled along with re-examinations/make-up examinations. However, CGPA shall be limited to 4.75 even though the performance of a student as calculated through modified CGPA becomes greater than 4.75.

Conclusions:

The academic policies regarding conduct of programs in Sanjay Ghodawat University Kolhapur are published in this document. The Academic Council shall reserve the right to modify these policies as and when required from the point of view of achieving academic excellence. In special and abnormal cases (i.e. the cases not covered through above rules) the decision of the (Chairman, Academic Council shall be final and shall be binding on all concerned.

Chairman
Academic Council



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SCHOOL OF COMMERCE AND MANAGEMENT

School of Commerce and Management (SCM) is committed towards creating, preserving and imparting internationally benchmarked knowledge and skills to a diverse community of students. SCM provides a variety of opportunities for students to improve their employability. SCM capitalizes on the industry and academic experience of its faculty to prepare students to work effectively in today's complex and challenging business environment. SCM offers Under-Graduate (UG) Program Bachelor of Commerce (B.Com.) and Post-Graduate (PG) Commerce Program (M. Com.) under Commerce and under Management it offers Under-Graduate (UG) Program Bachelor of Business Administration (B.B.A.) and Post-Graduate (PG) Program Master of Business Administration (M.B.A.). These UG and PG programs in commerce and management are industry oriented with a right mix of knowledge in areas of Commerce and Management. The aim of management and commerce programs offered by SCM is to enable students to move laterally into different professional roles, or into roles of greater responsibility, or even set on an entrepreneurial journey.

BACHELOR OF COMMERCE

The *Bachelor of Commerce (B.Com.) Program* is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all B.COM. graduates.

BACHELOR OF BUSINESS ADMINISTRATION

The *Bachelor of Business Administration (B.B.A.) Program* offered by School of Commerce and Management is aimed to stimulate in students an interest in Business Management and Administration which will lead to employment and personal growth and making them good human beings and responsible citizens of the society.

MASTER OF BUSINESS ADMINISTRATION

The *Master of Business Administration (M.B.A.) Program* is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all MBA graduates.



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**CURRICULUM STRUCTURE
FOR
MASTERS OF BUSINESS
ADMINISTRATION (M.B.A.)
PROGRAM
AY 2020-21**



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Specializations offered: The following specializations shall be offered

Specialization Code	Specialization	Condition Applied
MM	Marketing Management	<i>School will offer any specialization only in case if 20% students will opt that specialization from a batch.</i>
FM	Financial Management	
HR	Human Resource Management	
IB	International Business	
IM	Information Management	
TM	Tourism Management	
AB	Agri-Business Management	

Important Note:

1. School may offer ONLY SELECTED specializations based on industry needs, faculty strength and competencies, student demands, employability potential, etc.
2. School MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
3. School MAY NOT offer an elective course if a **minimum 20% of students** are not registered for that elective course.
4. Students can select any above mentioned **one Specialization** to complete their MBA program with selected specialization.



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Curriculum Structure for Masters of Business Administration Program

SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT(%)	Mini. Passing %	
MMC601 (PC SM) Version: 1.2	Strategic Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50		
MMC603 (PC SM) Version: 1.2	Indian Ethos and Business Ethics	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50		
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
MMC605 (PE SM) Version: 1.2	Summer Internship Project	-	-	-	6	Pr (100)	PR	50	40%	40%
							OE	50	40%	
SPECIALIZATION:										
Elective I Courses of Marketing Management Specialization (MM)										
MMC MM607 (PE SM) Version: 1.2	Paper I Brand Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC MM609 (PE SM) Version: 1.2	Paper II Sales Management and Personal Selling	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC MM611 (PE SM) Version: 1.2	Paper III Services Marketing and CRM	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC MM613 (PE SM) Version: 1.2	Paper IV Retail Marketing	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC MM615 (PE SM) Version: 1.2	Paper V Consumer Behaviour	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC MM617 (PE SM) Version: 1.2	Paper VI Mini Project OR	-	-	4	2	Pr (100)	FEP	100	40%	
	Paper VI Massive Open Online Courses (MOOCs)	-	-	4	2	Pr (100)	Certificate of successful completion of course. OR			
							FEP	100	40%	
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		20	-	4	22	Total Hrs:24, Total Credits: 28				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age; SM: School of Management; PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective II Courses of Financial Management Specialization (FM)										
MMC FM607 (PE SM) Version: 1.2	Paper I Project Appraisal and Financing	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC FM609 (PE SM) Version: 1.2	Paper II Behavioral Finance	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC FM611 (PE SM) Version: 1.2	Paper III International Financial Management	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC FM613 (PE SM) Version: 1.2	Paper IV Financial Markets and Services	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC FM615 (PE SM) Version: 1.2	Paper V Contemporary Issues in Taxation-I	2	-	-	2	Th (100)	FET	20	40 %	40%
							CAT II	30		
							ESE	50	40%	
MMC FM617 (PE SM) Version: 1.2	Paper VI Financial Decision Making I	-	-	4	2	Pr (100)	FEP	100	40 %	
	Paper VI Massive Open Online Courses (MOOCs)						Certificate of successful completion of course. OR			
	FEP						100	40 %		
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		20	-	4	22	Total Hrs:24, Total Credits: 28				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination..										



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SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective III Courses of HR Specialization (HR)										
MMC HR607 (PE SM) Version: 1.2	Paper I Talent Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50		
MMC HR609 (PE SM) Version: 1.2	Paper II Organization Change and Development	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50		
MMC HR611 (PE SM) Version: 1.2	Paper III Compensation and Benefits Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50		
MMC HR613 (PE SM) Version: 1.2	Paper IV Employee Relations	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50		
MMC HR615 (PE SM) Version: 1.2	Paper V Cross Cultural Management	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC HR617 (PE SM) Version: 1.2	Paper VI Mini Project OR	-	-	4	2	Pr (100)	FEP	100	40%	
	Paper VI Massive Open Online Courses (MOOCs)	-	-	4	2	Pr (100)	Certificate of successful completion of course.			
							FEP	100	40%	
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		20	-	4	22	Total Hrs:24, Total Credits: 28				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective IV Courses of International Business Specialization (IB)										
MMC IB607 (PE SM) Version: 1.2	Paper I Global Business Strategy	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC IB609 (PE SM) Version: 1.2	Paper II Cross Cultural Management	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC IB611 (PE SM) Version: 1.2	Paper III International Business Environment	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC IB613 (PE SM) Version: 1.2	Paper IV International Financial Management	3	-	-	3	Th (100)	FET	20	40 %	40 %
							CAT I	15		
							CAT II	15	40 %	
							ESE	50		
MMC IB615 (PE SM) Version: 1.2	Paper V International Supply Chain Management	2	-	-	2	Th (100)	FET	20	40 %	40%
							CAT II	30		
							ESE	50	40%	
MMC IB617 (PE SM) Version: 1.2	Paper VI Mini Project OR	-	-	4	2	Pr (100)	FEP	100	40%	
	Paper VI Massive Open Online Courses (MOOCs)	-	-	4	2	Pr (100)	Certificate of successful completion of course.			
							FEP	100	40%	
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		20	-	4	28	Total Hrs:24, Total Credits: 28				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective V Courses of Information Management Specialization (IM)										
MMC IM607 (PE SM) Version: 1.2	Paper I Database Management	2	1	-	3	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC IM609 (PE SM) Version: 1.2	Paper II Business Intelligence	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50	40%	
MMC IM611 (PE SM) Version: 1.2	Paper III Ethical and Legal Aspects of Analytics	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15	40%	
							ESE	50	40%	
MMC IM613 (PE SM) Version: 1.2	Paper IV Essentials of Machine Learning in Python	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC IM615 (PE SM) Version: 1.2	Paper IV Machine Learning Lab	-	-	2	1	Pr (100)	FEP	100	40%	40%
MMC IM617 (PE SM) Version: 1.2	Paper V Python for Analytics	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC IM619 (PE SM) Version: 1.2	Paper V Python for Analytics Lab	-	-	2	1	Pr (100)	FEP	100	40%	
MMC IM621 (PE SM) Version: 1.2	Paper VI Statistical Analysis Lab	-	-	2	1	Pr (100)	FEP	100	40%	
	Paper VI Massive Open Online Courses (MOOCs)	-	-	2	1	Pr (100)	Certificate of successful completion of course.			
							FEP	100	40%	
B	Total	12	1	6	16	Total Hrs:19, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		18	1	6	28	Total Hrs:25, Total Credits: 28				
# Publication in Conference/Journal * Presentation in department L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective VI Courses of Tourism Management Specialization (TM)										
MMC TM607 (PE SM) Version: 1.2	Paper I Tourism Service Marketing	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM609 (PE SM) Version: 1.2	Paper II Tourism Planning and Development	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM611 (PE SM) Version: 1.2	Paper III Hospitality and Tourism Laws	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM613 (PE SM) Version: 1.2	Paper IV Travel Agency and Operations Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM615 (PE SM) Version: 1.2	Paper V Facility and Security Management	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC TM617 (PE SM) Version: 1.2	Paper VI Mini Project OR	-	-	4	2	Pr (100)	FEP	100	40%	
	Paper VI Massive Open Online Courses (MOOCs)	-	-	4	2	Pr (100)	Certificate of successful completion of course. /			
							FEP	100	40%	
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		20	-	4	22	Total Hrs:24, Total Credits: 28				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER III										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective VI Courses of Agri-Business Management Specialization (AB)										
MMC AB607 (PE SM) Version: 1.2	Paper I Indian Economy and Agriculture	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40 %	
MMC AB609 (PE SM) Version: 1.2	Paper II Agriculture Marketing	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40 %	
MMC AB611 (PE SM) Version: 1.2	Paper III Commodity Markets and Future Trades	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40 %	
MMC AB613 (PE SM) Version: 1.2	Paper IV Co-operatives Management and Agri-Processing Industries	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40 %	
MMC AB615 (PE SM) Version: 1.2	Paper V Agriculture Research and Extension	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC AB617 (PE SM) Version: 1.2	Paper VI Mini Project OR	-	-	4	2	Pr (100)	FEP	100	40%	
	Paper VI Massive Open Online Courses (MOOCs)	-	-	4	2	Pr (100)	Certificate of successful completion of course./			
							FEP	100	40%	
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	6	-	-	6	Total Hrs:6, Total Credits: 6				
Total		20	-	4	22	Total Hrs:24, Total Credits: 28				
# Publication in Conference/Journal * Presentation in department										
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age										
PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective										
ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts										
FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination,										
PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II;										
ESE End Semester Examination.										



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Curriculum Structure for Masters of Business Administration Program

SEMESTER IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
MMC602 (PC SM) Version: 1.2	Project Management	3	1	-	4	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC604 (PC SM) Version: 1.2	Entrepreneurship	2	1	-	3	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC606 (PC SM) Version: 1.2	Foreign Language	-	-	-	NC	Th (100)	FET	100	40%	40%
MMC608 (PC SM) Version: 1.2	Dissertation on Social Issue	-	-	4	2	Pr (100)	PR	50	40%	40%
							OE	50	40%	
A	Total	5	2	4	9	Total Hrs:11, Total Credits: 9				
SPECIALIZATION:										
Elective I Courses of Marketing Management Specialization (MM)										
MMC MM610 (PE SM) Version: 1.2	Paper VII Distribution Management and Logistics	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC MM612 (PE SM) Version: 1.2	Paper VIII B2B Marketing	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC MM614 (PE SM) Version: 1.2	Paper IX Marketing Research	2	1	-	3	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC MM616 (PE SM) Version: 1.2	Paper X International Marketing	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC MM618 (PE SM) Version: 1.2	Paper XI Rural Marketing	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC MM620 (PE SM) Version: 1.2	Paper XII Mini Project	-	-	4	2	Pr (100)	FEP	100	40%	40%
B	Total	13	1	4	16	Total Hrs:18, Total Credits: 16				
A	Total	5	2	4	9	Total Hrs:11, Total Credits: 9				
Total		18	3	8	25	Total Hrs:29, Total Credits: 25				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective, ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective II Courses of Finance Specialization (FM)										
MMC FM610 (PE SM) Version: 1.2	Paper VII Advanced Financial Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC FM612 (PE SM) Version: 1.2	Paper VIII Business Analysis and Valuation	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC FM614 (PE SM) Version: 1.2	Paper IX Investment Analysis and Portfolio Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC FM616 (PE SM) Version: 1.2	Paper X Management of Rural Finance and Micro Credit	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	25	40%	
MMC FM618 (PE SM) Version: 1.2	Paper XI Contemporary Issue in Taxation-II	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC FM620 (PE SM) Version: 1.2	Paper XII Financial Decision Making II	-	-	4	2	Pr (100)	FEP	100	40%	
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	5	2	4	9	Total Hrs:11, Total Credits: 9				
Total		19	2	8	25	Total Hrs:29, Total Credits: 25				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



SEMESTER IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective III Courses of Human Resource Specialization (HR)										
MMC HR610 (PE SM) Version: 1.2	Paper VII Performance Management Systems	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC HR612 (PE SM) Version: 1.2	Paper VIII Employee Welfare Laws	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC HR614 (PE SM) Version: 1.2	Paper IX Strategic HRM	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC HR616 (PE SM) Version: 1.2	Paper X Employee Engagement and Empowerment	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC HR618 (PE SM) Version: 1.2	Paper XI International HRM	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC HR620 (PE SM) Version: 1.2	Paper XII Mini Project	-	-	4	2	Pr (100)	FEP	100	40%	40%
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	5	2	4	9	Total Hrs:11, Total Credits: 9				
Total		19	2	8	25	Total Hrs:29, Total Credits: 25				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



SEMESTER IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective IV Courses of International Business Specialization (IB)										
MMC IB610 (PE SM) Version: 1.2	Paper VII International Economics	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC IB612 (PE SM) Version: 1.2	Paper VIII Forex Management and Currency Derivatives	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC IB614 (PE SM) Version: 1.2	Paper IX International Marketing Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC IB616 (PE SM) Version: 1.2	Paper X Legal Dimensions of International Business	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC IB618 (PE SM) Version: 1.2	Paper XI Export - Import Documentation and Procedures	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC IB620 (PE SM) Version: 1.2	Paper XII Mini Project	-	-	4	2	Pr (100)	FEP	100	40%	40%
B	Total	14	-	4	16	Total Hrs:18, Total Credits: 16				
A	Total	5	2	4	9	Total Hrs:11, Total Credits: 9				
Total		19	2	8	25	Total Hrs:29, Total Credits: 25				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER IV											
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)					
						Component	Exam	WT (%)	Mini. Passing %		
SPECIALIZATION:											
Elective V Courses of Information Management Specialization (IM)											
MMC IM610 (PE SM) Version: 1.2	Paper VII Data Mining and Data Warehousing	2	-	-	2	Th (100)	FET	20	40%	40%	
							CAT II	30			
							ESE	50	40%		
MMC IM612 (PE SM) Version: 1.2	Paper VII Data Mining and Data Warehousing Lab	-	-	2	1	Pr (100)	FEP	100	40%	40%	
MMC IM614 (PE SM) Version: 1.2	Paper VIII Big Data, Text Analytics and Web Analytics	2	-	-	2	Th (100)	FET	20	40%	40%	
							CAT II	30			
							ESE	50	40%		
MMC IM616 (PE SM) Version: 1.2	Paper VIII Big Data, Text Analytics and Web Analytics Lab	-	-	2	1	Pr (100)	FEP	100	40%	40%	
MMC IM618 (PE SM) Version: 1.2	Paper IX Decision and Risk Analytics	2	-	-	2	Th (100)	FET	20	40%	40%	
							CAT II	30			
							ESE	50	40%		
MMC IM620 (PE SM) Version: 1.2	Paper IX Decision and Risk Analytics Lab	-	-	2	1	Pr (100)	FEP	100	40%	40%	
MMC IM622 (PE SM) Version: 1.2	Paper X Business Analytics	3	-	-	3	Th (100)	FET	20	40%	40%	
							CAT I	15			
							CAT II	15	40%		
							ESE	50	40%		
MMC IM624 (PE SM) Version: 1.2	Paper XI Cloud Computing, Hadoop and Map Reduce	-	-	4	2	Pr (100)	FEP	100	40%	40%	
MMC IM626 (PE SM) Version: 1.2	Paper XII R Programming	-	-	4	2	Pr (100)	FEP	100	40%	40%	
Total		14	2	18	25	Total Hrs:34, Total Credits: 25					
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.											



SEMESTER IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective VI Courses of Tourism Management Specialization (TM)										
MMC TM610 (PE SM) Version: 1.2	Paper VII Hospitality Marketing	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM612 (PE SM) Version: 1.2	Paper VIII Food and Beverage Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM614 (PE SM) Version: 1.2	Paper IX Information and Communication Technology for Hospitality	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM616 (PE SM) Version: 1.2	Paper X Travel and Tourism Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC TM618 (PE SM) Version: 1.2	Paper XI Accommodation Management	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC TM620 (PE SM) Version: 1.2	Paper XII Mini Project	-	-	4	2	Pr (100)	FEP	100	40%	40%
Total		19	2	8	25	Total Hrs:29, Total Credits: 25				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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SEMESTER IV										
Course Code	Course Title	L	T	Pr	C	Evaluation Scheme for (L T P)				
						Component	Exam	WT (%)	Mini. Passing %	
SPECIALIZATION:										
Elective I Courses of Agri-Business Management Specialization (ABM)										
MMC AB610 (PE SM) Version: 1.2	Paper VII Agricultural Financial Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC AB612 (PE SM) Version: 1.2	Paper VIII Agriculture and International Trade	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC AB614 (PE SM) Version: 1.2	Paper IX Agripreneurship and Project Management	2	1	-	3	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC AB616 (PE SM) Version: 1.2	Paper X ICT for Agriculture Business Management	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC AB618 (PE SM) Version: 1.2	Paper XI Agri Supply Chain Management	2	-	-	2	Th (100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC AB620 (PE SM) Version: 1.2	Paper XII Mini Project	-	-	4	2	Pr (100)	FEP	100	40%	40%
Total		18	3	8	25	Total Hrs:29, Total Credits: 25				
L: Lecture, T: Tutorial, Pr: Project/Practical/Group work, C: Credits, Th.: Theory, WT: Weight Age PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective, ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts; FET: Faculty Evaluation Theory; FEP: Faculty Evaluation of Practical/Project; OP: Oral Presentation, OE: Oral Examination, PR: Project Report, PS: Presentation; CAT –I: Continuous Assessment Test I, CAT– II: Continuous Assessment Test II; ESE End Semester Examination.										



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**MASTERS OF BUSINESS
ADMINISTRATION (M.B.A.)
PROGRAM
PART II
(SEMESTER III)**



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COURSE CODE
MMC601

COURSE TITLE
STRATEGIC MANAGEMENT
 (Program Core, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This course is at odd semester of second year MBA. This course provides the student with a general overview of the planning process of business strategies. Topics include concepts of corporate strategy, the decision-making process, formulation of strategy, strategic thinking, and the formation, implementation and evaluation of strategy.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain² the basic concepts of strategic management.
CO.2	Analyze⁴ the internal and external environment of business
CO.3	Use³ the SWOT, competitor analysis and business portfolio tools.
CO.4	Distinguish⁴ different strategies used to exercise alternatives of corporate scope.
CO.5	Formulate⁵ organizational/business strategies that will be effective for the current business environment.
CO.6	Explain² strategic evaluation and control systems as processes.

UNIT	CONTENT		HOURS
	DESCRIPTION		
I	Overview of Strategic Management:	Strategy-Meaning, Levels of Strategy – corporate, business and functional. Strategic Planning and Strategic Management-Meaning & Strategic Management Process; Stakeholders in business.	7
II	Strategy Analysis:	Environmental Scanning– External analysis: Macro – PESTLE analysis and Micro Environment; Industry Analysis- Porter’s Five Forces model; Internal Environment Analysis-Organizational Capability Profile;	7
III	Generic Competitive Strategies:	Meaning of generic competitive strategies, Types of competitive strategies - Low Cost, Differentiation, Focus. Portfolio Models - BCG Matrix – GE 9 Cell.	7



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IV	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition and Takeover Strategies, Strategic Alliances), Retrenchment, Combination Strategies; Blue Ocean Strategy.	7
V	Strategy Implementation: Strategy and Structure, Organization Structures- Functional, Divisional, SBU, Organisational Culture; Resource allocation; The Balance Scorecard.	7
VI	Strategy Evaluation and Control: Strategic Evaluation and Control – Concept, Evaluation Process; Strategic Control Systems - Premise Control, Strategic Surveillance, Special Alert Control; Contingency Planning; Auditing.	7

**Note: Case studies/Mini projects/Self-study topics, etc. on above applicable topics.*

REFERENCE BOOKS

- Azhar Kazmi, Strategic Management and Business Policy, 3/e, Tata McGraw-Hill.
- Upendra Kachru, Strategic Management, 2/e, McGraw Hill Education(India) Pvt. Ltd., New Delhi, 2015.
- U C Mathur, Textbook of Strategic Management, Macmillan, 2005. Abbass Alkhafaji, Richard Alan Nelson, Strategic Management: Formulation, Implementation, and Control in a Dynamic Environment, Routledge, 2013.
- John A. Pearce, Richard B. Robinson, Amita Mital, Strategic Management: Formulation, Implementation and Control, 12/e (Special Indian Edition), Tata McGraw-Hill, 2012
- Pearce, Strategic Management, 10/e, Tata McGraw-Hill Education, 2009.
- Srinivasan R. Strategic Management: The Indian Context, 4/e, New Delhi, PHI, 2008.



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COURSE CODE
MMC603

COURSE TITLE
INDIAN ETHOS AND BUSINESS ETHICS
 (Program Core, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

COURSE DESCRIPTION:

This course is designed develop and deepen the student's understanding of our moral obligations to each other, the importance of moral character in business, and the concept of Indian ethos and Business Ethics and its application in business decision making with emphasize on CSR and ethical and sustainable business practices in the age of Globalization in students. Business Ethics studies moral dilemmas and problems that arise in business and considers the defensible ways ethical principles and standards ought to be applied to business. There are no prerequisites for this course. It assumes that students have the basic knowledge about ethics and morality that anyone in our society possesses.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain² the basic concepts and importance of Indian ethos and ethics in business.
CO.2	Describe² theories and importance of business ethics in business.
CO.3	Discuss² theories and practices of corporate governance to understand importance of role of business ethics in corporate governance system.
CO.4	Apply³ ethical practices in business.
CO.5	Demonstrate³ corporate social responsibilities to apply CSR practices in business.
CO.6	Analyse⁴ impact of unethical practices on business.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Overview of Indian Ethos and Business Ethics: Role of Indian Ethos in Managerial Practices, Indian work ethos; Socio-political environment; Indian heritage in business, Management-Production and Consumption; Indian perspective of values for manager, Secular Vs. Spiritual values in management, Indian v/s Western Management;	7
II	Theories of Business Ethics: Moral, Values and ethics in business; Morality, religion and law, Etiquettes and professional codes, Individual integrity and responsibility; Principle of personal and professional ethics, Significance and need of business ethics; Theories - Normative theories- Egoism, Relativism, Utilitarianism,	7



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Kant's ethics, Rawls's theory of justice;

- | | | |
|-----|--|---|
| III | Corporate Governance and Ethics: Corporate governance - Significance, Theory and issues; Corporate governance and strategic management; Ethical decision making, ethical reasoning; Good governance practices; Whistle blowing. Duty ethics in the Business Environment. Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. | 7 |
| IV | Business and Customer: Ethics in business – marketing, HR, production, finance practices and international business etc., ethical dilemmas in different business areas; Consumer protection-consumer duties and responsibility, consumer protection acts; | 7 |
| V | Business and Society: Corporate social responsibility and sustainability-advantage, scope, steps to attain CSR; Models for implementation of CSR LCA Framework-Benefit Matrix; Environmental ethics. | 7 |
| VI | Ethics and Indian Business: Relevance of Value Based Management in Global Change; Principles Practiced by Indian Companies; Business ethics in India today, Unethical issues in India; Reasons for unethical practices/behaviour and can it be avoidable; Major Indian scams. | 7 |

Cases: Suggestive Indian and Global cases for discussions on above applicable topics:

1. Dmat Scam 2003-2005;
2. Vishal Sikka vs Infosys;
3. Satyam scandal;
4. Ketan Parekh Scam 2001;
5. Harshad Mehta Scam;
6. Jet airways layoff Case;
7. Sahara India investor fraud case;
8. Ethical issues involved in Kentucky Fried Chicken's (KFC) business operations in India;
9. Drug Dilemmas;
10. Plastic Bag Industry: Posing Threats to Environmental Sustainability/Tirupur- a study on its environmental degradation/The fight over the Redwoods.

**Note: Case studies/Mini projects/self-study topics, etc. on above applicable topics.*

REFERENCE BOOKS

- Bob Tricker, Corporate Governance – Principles, Policies and Practices, Oxford University Press.
- Fernando A.C., Business Ethics and Corporate Governance, 2/e, Pearson Education India, 2010.
- Mandal, S.K, Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education, 2012.



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- O. C. Ferrell, John Fraedrich, Ferrell, Business Ethics: Ethical Decision Making and Cases, 12/e, Cengage Learning, 2018.
- Sharma, J.P., Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi.
- Tom L. Beauchamp, Case Studies in Business, Society, and Ethics, 4/e, Prentice Hall, 1998.
- Wanda Teays, Business Ethics Through Movies: A Case Study Approach, John Wiley and Sons, 2015
- William H. Shaw, Business Ethics: A Textbook with Cases, 8/e, Cengage Learning, 2013.

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COURSE CODE
MMC605

COURSE TITLE
SUMMER INTERNSHIP PROJECT
 (Program Generic Core, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT(%)	Min. Passing %
-	-	-	6	Pr (100)	PR	50	40%
					OE	50	40%

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Recognize ² perspective about business organization.
CO.2	Understand ² specific functional areas and develop managerial and professional skills, knowledge, and attitudes along with the experience needed to constitute a professional identity.
CO.3	Analyze ⁴ and interpret ⁵ survey data.
CO.4	Arrange ⁶ the findings in proper sequence.
CO.5	Prepare ⁶ a project report.

DESCRIPTION

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 60 days (i.e. 8 weeks including Sunday) in a company during their summer break between the 2nd and 3rd semester.

Students are required to identify a company/NGO / SME / Government Undertaking / Cooperative Sector for their SIP, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the SIP Coordinator before commencement of the SIP. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions, key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive.

Students should collect and gather as much as possible written materials, published data, and related matter. In the process of carrying out their SIP, students are required to identify an issue or problem or a given task or assignment or project or learning opportunity in the company etc. in an organization / industry that they can work on during the SIP course in the 3rd semester. This should be discussed with



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their faculty guide before completing the SIP. It is expected that the SIP shall sensitize the students to the demands of the workplace.

At the end of the SIP, students are expected to submit a report copy to the company and a hard and soft (CD) copy of which will be submitted to Project Coordinator. The report should clearly indicate the sources from which information was obtained.

The report should be well documented and supported by:

- Title page
- Copyright page/ Declaration
- Company Certificate (on company letter head, duly signed by authority person from the company with seal/stamp)
- Department/School/University Certificate
- Faculty Guide Certificate
- Acknowledgements
- Table of Contents
 - List of Tables
 - List of Graphs
 - *List of Figures (where applicable)
 - *List of Abbreviations (Nomenclature), Symbols, (where applicable)
 - *List of Appendices (where applicable)
- Executive Summary

Body of Report (divided into various chapters)

1. **Introduction**
 - 1.1. Background of the Study
 - 1.2. Significance of the Study
 - 1.3. Statement of the Problem
 - 1.4. Objectives of the Study
 - 1.5. Research Methodology
 - 1.1.1. Sampling technique
 - 1.1.2. Sample size
 - 1.1.3. Data analysis tools
 - 1.1.4. Data Collection
 - 1.1.4.1. Primary data
 - 1.1.4.2. Secondary data
 - 1.1.5. Limitations of the Study
2. **Conceptual Framework and Literature Review**
3. **Company Profile**
4. **Data Analysis and Interpretation**



5. Findings and Conclusion

6. Recommendations

- Bibliography/References and Webliography
- Appendices
 - Questionnaire
 - Any other (if applicable)

Finalization of the Project Report:

- Student should obtain clearance from their respective guide before final printing of the final project report.

Paper:

- The size of the Paper sheet: A4
- Typing should be done on one side of the paper.

Font:

- Font Type: Times New Roman,
- Font Size: 12

Line Spacing:

- Body of the text: 1.5 lines
- List of tables/ graphs/charts/bibliography: Single line

Alignment:

- Title page: Centre
- Chapter heading: Centre
- Sub heading: Left
- Body of text: Justify
- Tables titles and Graphs titles: Centre

Margins:

- At the binding edge (Left): not less than 3 cm.
- Other margins (Right, Top, Bottom): not less than 2 cm.

Titles:

- All titles and subtitles should be printed in BOLD.
- All the Tables/ Graphs /Charts should have appropriate titles.

Numbering of the Table / Graph/ Charts:

- Table /Graph/Charts should be numbered in the following fashion.
 - Second table /Graph/Chart in Second Chapter should be numbered as Table /Graph/Chart



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No 2.2 where first digit stands for Chapter No. and digits after (.) period stand for Number of Table/Graph/Charts in that chapter.

- Same numbering system should be followed for other chapters.
- Table /Graph /Charts must be followed by proper explanation and analysis.

Pagination (Page numbers):

- The Title page should not carry any page number.
- For initial pages, (i.e. from Student's Declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii, iii, iv, etc.)
- Report should contain main page numbers (i.e. 1, 2 ...) after Executive Summary.
- Main page numbers should start from first page of Chapter No. 1 and will continue until last page of the report.
- Page numbers are to be given at the center of bottom of the page.
- Pages separating Chapters should not be numbered but be counted.

Binding of the report:

- The project should be hard bound with golden embossing as per the standard format.

Number of Copies to be prepared for submission:

- Two copies for Department and one copy for company.

Grammar and Spelling:

- It is the student's responsibility (and an important courtesy to the readers) to ensure that grammar and spelling conventions are observed.

Before submission:

- Students must sign Declaration and Acknowledgment before putting for the Signature of the Guide and HoD.

Evaluation will be based on three factors – (i) performance of the student during entire project work, presentation(s), feedback from the industry guide and project report assessment by the faculty project guide, and (ii) oral examination (to be evaluated by two experts, one of whom will be the faculty guide and another will be external expert faculty member/industry expert from managerial position). Each factor would carry weight. Distribution of assessment is - 50% weightage for project report assessment by project guide and 50% weightage is for external viva-voca assessment by panel members.



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SPECIALIZATION ELECTIVE I: MARKETING SPECIALIZATION (MM)

COURSE CODE

MMC MM607

COURSE TITLE

Elective Paper I

BRAND MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

Brand management is a fundamental element of competitive strategy. In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Topics include assessing brand meaning, brand positioning, building brands, brand extensions, assessing brand strength, defending premier brands, repositioning mature brands, and branding strategies.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Discuss² concepts and applications of branding and explain ² significance of branding for customer and firm.
CO.2	Describe² a consumer-centric approach to build brand equity for new and existing brands.
CO.3	Explain² the importance of brand equity models and marketing decisions for building brand equity.
CO.4	Apply³ brand positioning techniques for marketing organization.
CO.5	Recognize² the concepts brand awareness brand identity and brand image.
CO.6	Explain⁵ applications of branding and approaches to effective branding strategy.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Branding: Meaning of brand and Branding, Product Vs. Brand, Brand attributes, Benefits of branding; Brand Users, Significance of branding to consumers and firms, Selecting brand names, Brand building process.	7
II	Brand Equity and Brand Value: Brand value and Brand equity – Concept and definition, Brand equity pyramid, measuring brand equity, Sources of brand equity, Measuring brand value.	7



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| III | Brand Equity Models: Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance; Brand Marketing Programs: New perspectives on marketing, Marketing communication to build brand equity, Co-branding, celebrity Endorsements. | 7 |
| IV | Brand Positioning: Concept, Positioning elements, positioning map, selecting target positioning – 3C's, Competitive positioning – PODs and POPs, brand value chain. Positioning Strategy-research techniques for brand positioning. | 7 |
| V | Customer and Brand: Brand awareness; Brand Identity-concept, brand identity prism; Brand Image – functional, symbolic and experiential brands and position, Creating customer value. | 7 |
| VI | Designing and Sustaining Branding Strategies: Building New Brand Positioning: Brand Name, Logo, Slogans, Brand Architecture Hierarchy; Brand Extensions-advantage and disadvantage, Types of brand extension. Reinforcing brands, Revitalizing brands, Brand failures. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Debashis Pati, Branding: Concepts and Process, Macmillan India, 2002.
- Harsh V. Verma, Brand Management: Text and Cases, 2/e, Excel Book Publisher, New Delhi, 2008.
- Kevin Keller, Best Practice Cases in Branding: Lessons from the World's Strongest Brands, Prentice Hall.
- Kevin Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 2/e, Pearson/Prentice Hall, 2008.
- Kirti Dutta, Brand Management: Principles and Practices, OUP India, 2012.
- Michael Beverland, Brand Management: Co-creating Meaningful Brands, SAGE, 2018.
- Subroto Sengupta, Brand Positioning: Strategies for Competitive Advantage, Tata McGraw-Hill Education, 2005.
- U. C. Mathur, Product and Brand Management, Excel Books India, 2010.



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COURSE CODE	COURSE TITLE
MMC MM609	Elective Paper II SALES MANAGEMENT AND PERSONAL SELLING (Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

This course will provide the knowledge necessary for students to understand the selling process and be able to apply key principles of successful sales management. It provides an introduction to personal selling as well as a detailed analysis of the selling process, environmental influences, estimating demand, account management and sales force management including the recruitment, selection, training, motivation and performance of sales people and control of the selling effort.

Course Outcome(s)	
<i>At the end of the course the students should be able to:</i>	
CO.1	Explain³ the basic concepts of Sales Management and relationship between selling and marketing.
CO.2	Describe² importance of Sales Organisation and various types of sales organization in practice.
CO.3	Develop⁵ a plan for recruiting, organizing, training how to manage sales force in marketing field.
CO.4	Apply³ in a competent manner sales management tools such as sales forecasting, sales compensation methods, sales budgeting, sales reports, quotas, sales analysis, and evaluation of performance.
CO.5	Develop⁶ sales negotiation skills through inputs on the selling process.
CO.6	Outline⁴ the areas in which sales executives make decisions.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Sales Management: Meaning, Nature, Scope, Objectives and Functions of Sales Management; Relationship between selling and marketing; Types of Selling; Sales Control-Phases and Types- formal and informal control.	7
II	Sales Organization: Meaning, Purpose of Sales organization; Setting up Sales Organisation; Types of Sales organization structure; Centralization and	7



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Decentralization in Sales Force Management.

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| III | Sales Force Management: Sales Executive; Sales Force planning, sale job analysis, Recruitment and Selection, Training and Development of Sales Force-Planning, Executing and Evaluating Training Program, Motivating sales personnel; Sales Meeting and Contests. | 7 |
| IV | Managing Sales Force: Compensation for Sales Force- Compensation plan and Fringe Benefits; Managing Expenses of Sales personnel -Reimbursement Policies and Practices; Controlling Sales Personnel-Performance Evaluating and Supervising; Sales Territory Management; Sales Budget, and Quotas. | 7 |
| V | Personal Selling: Nature, Modern Concept of Salesmanship, Essentials of Effective Selling; Qualities of a Good Salesman; Theories of Selling; Steps in Personal Selling, Negotiation; Setting Personal Selling Objectives-Types and Sales Forecasting; | 7 |
| VI | Application of Personal Selling: Sales related Marketing Policies; Services Selling, Industrial Selling, Selling to Rural Consumers, Careers in Professional Selling. Challenges before the Sales Manager. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- C. L. Tyagi, Arun Kumar, Sales Management, Atlantic Publishers and Dist, 2004.
- Charles M. Futrell, Fundamentals of Selling: Customers for Life through Service, 13/e, McGraw-Hill Education, 2013.
- Dr. F. C. Sharma, Sales Management, Latest Edition, SBPD Publications, 2016
- M. C. Cant, C. H. van Heerden, Personal Selling, Juta and Company Ltd, 2005.
- R. Krishnamurthy, Personal Selling and Sales Management, 1/e, Himalaya Publishing House.
- Rolph E. Anderson, Alan J. Dubinsky, Rajiv Mehta, Personal Selling: Building Customer Relationships and Partnerships, 2/e, Houghton Mifflin, 2006.
- Still, Richard R. Still, Sales Management: Decision Strategy and Cases, 5/E, Pearson Education India, 2007.



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COURSE CODE

MMC MM611

COURSE TITLE

Elective Paper III

SERVICES MARKETING AND CRM

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Component	Evaluation Scheme for (Th)		Min. Passing %
					Exam	WT (%)	
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

The contribution of services to the Indian economy is more than other sector. This makes services the largest contributor to the GDP of the country and its importance is only growing by the day. This course is designed to give students of marketing focus on knowledge needed to implement service strategies for competitive advantage across industries. In this course students will learn the fundamentals of services marketing and understand services marketing from various perspectives. CRM is all about business survival and how to create new value for its stakeholders by managing relationships. As a critical organizational competence, its management cannot be left to chance. Indeed, in fiercely competitive markets where products and services are similar, has placed additional burden for organizations to develop strategies that will put their customers first. The course focuses on the needs of the customers, who are to be kept satisfied and delighted for a business to prosper.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Describe ² concepts of services marketing and differentiate ² STP for services marketing.
CO.2	Develop ⁶ and design ⁶ Service marketing strategies.
CO.3	Explain ⁴ importance of physical evidence in services marketing.
CO.4	Choose ³ appropriate services marketing mix.
CO.5	Explain ² the concepts related to customer relationship management.
CO.6	Use ³ effective customer relationship management practices to retain the customer.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Services Marketing: Product vs. Services; Evolution, Nature and Scope; Unique Characteristics of Services; Classification of Services; STP for services marketing. Designing – Performing -Communicating the service. Overview of managing service demand and capacity; Growth of Service Sector.	7



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| II | Marketing Mix in Service Marketing: 7Ps of Services-Product, Price, Place, Promoting, People – Moment to Truth, Service Encounters, Service Personnel Issues, Emotions and Service Situations, Service Profit Chain. | 7 |
| III | Physical Evidence: Meaning, Types of Physical Evidence, Role of Physical Evidence, Stimulus Response Model, Services Scapes, Process- Types, Service Blueprint, Service Process Matrix, Service Recovery and Empowerment. Service Quality - Gap model, SERVQUAL Model; | 7 |
| IV | Application of Services Marketing Mix in Service Sector: Customer Service, Banking Services, Hotel & Tourism Services, Transport Services, Consultancy Services, Insurance Services and Healthcare Services. | 7 |
| V | Customer Relationship Management (CRM): Relationship Marketing (RM) - Concept, Rise of Relationship Marketing; Drivers, Theories of Customer Relationships, Building Customer Relationship, Measuring CRM, CRM Framework, Tangible Components of CRM, CRM in Services, CRM in Product Management. | 7 |
| VI | CRM and Service Excellence: Creating Value for Customers, Managing Customer Life Cycle, Lifetime Value of a Customer; Customer Acquisition, Retention and Development; Zero Customer Defection, Customer Loyalty- Best Practices for Winning Loyalty; Role of Technology and CRM Analytics. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- C. Bhattacharya, Services Marketing, Excel Books India, 2009.
- Clifford Short, Service Marketing Management, Clanrye International, 2018.
- Dr. Kisholoy Roy, Studies on Services Marketing Text and Case, 2018.
- Jochen Wirtz, Christopher H. Lovelock, Essentials of Services Marketing, Global Edition, 3/e, Pearson Education Limited, 2017.
- K. Douglas Hoffman, John E.G. Bateson, Services Marketing: Concepts, Strategies, and Cases, 5/e, Cengage Learning, 2016.
- R. Srinivasan, Services Marketing: The Indian Context, 4/e, PHI Learning Pvt. Ltd., 2014.
- Valarie A Zeithaml, Services Marketing, 4/e, Tata McGraw-Hill Education, 2012.



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COURSE CODE

MMC MM613

COURSE TITLE

Elective Paper IV

RETAIL MARKETING

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

The course is about various facets of retail sector. It also covers various functions like operations, store planning, marketing and use of latest technologies in retail. Topics include an overview of retail marketing; retail marketing, financial and location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain ² concepts of retail marketing and Evaluate ⁵ changes in Indian and global retail market to Identify career opportunities in retailing.
CO.2	Discuss ² theories of retail development and different business models in retail.
CO.3	Analyse ⁴ effective site location and site evaluation and apply ³ skills in managing the store and effective supply chain management in retail.
CO.4	Recognize ² different types of the specialty retail and its advantages and disadvantage.
CO.5	Apply ³ effective retail marketing mix, marketing tools and techniques to interact with customers.
CO.6	Describe ² Retail strategies and legal and ethical behavior in retail.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Retail Marketing: Introduction to Retail Marketing; Functions and Rise of retailer; Factors behind the change of Indian and Global Retail Market; Shopper Behaviour- Grocery Shopper, Loyalty Cards and Programmes, Cash Starved Consumer; Concept of Life Cycle in retail; Careers in Retail.	7
II	Theories of Retail Development: Evolution of retail formats; Theories of retail development; Business Models in Retail-Classification based on stores, non-stores and service; Traditional Business Models in Indian Retail (Mandis, Haats, Melass, Local	7



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Baniya/Kirana); Indian Specific Retail Models (Public Distribution System, ITC-E-Choupal, Hariyali Kisan Bazaar, Godrej Adhaar).

- | | | |
|-----|---|---|
| III | Store Operations and Supply Chain: Store location- Trading area and Site analysis; Store Atmospherics; Store management Store layout, Process of Merchandise Management, Visual Merchandising, Store-wise Inventory Management; Supply Chains – Types of Supply Chains, Forecasting CPFR, Sourcing and Vendor selection-VMI. | 7 |
| IV | Specialty Retailing: Meaning, advantage and disadvantage of Specialty Retailing; Category - Consumer Electronics, Home Furnishing, Pharma, Jewelry, Luxury, Toy and Sports Goods. | 7 |
| V | Retail Marketing Mix: Retail marketing Mix; Retail Image; Retail Communication Mix; Price Perception, Price Promotion; Festive and Season Shopping; Retail Brand; Servicing the Retail Customer; Retail Entertainment Convergence; | 7 |
| VI | Retail Strategies: Independent vs. Chain Stores; Retail Personnel Management Process and Challenges; E-tailing and Net Mall Strategy; Legal and Ethical Behaviour: Legal Constraints in Pricing, Promotion, Product, and Supply Chain; Ethics in Retailing. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- A. Sivakumar, Retail Marketing, Excel Books India, 2007.
- Chetan Bajaj, Nidhi Varma Srivastava, Retail Management, Oxford University Press, 2004.
- David Gilbert, Retail Marketing Management; Pearson Education India, 2003.
- Helen Goworek, Peter McGoldrick, Retail Marketing Management: Principles and Practice, Pearson Education Limited, 2015.
- Levy, Michael and Weitz, Barton A., Retailing Management; Tata McGraw Hill; 6th edition, New Delhi
- Patrick M. Dunne, Robert F. Lusch, James R. Carver, Retailing, 8/e, Cengage Learning, 2013.
- Swapna Pradhan, Retailing Management: Text and Cases, Tata McGraw-Hill Publishing Company Limited New Delhi, 2009.



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COURSE CODE

MMC MM615

COURSE TITLE

Elective Paper V
CONSUMER BEHAVIOUR

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	CREDITS	EVALUATION SCHEME FOR (TH AND PR)			
				Component	Exam	WT(%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Description:

This course focuses on providing students with the basic tools to understand consumer behaviour towards building effective marketing strategies. The most important and complex part of marketing is to understand not only the mind but also heart of the consumer. Consumer behavior, if predicted correctly can ease out all the difficult decisions of selling projections or advertisement effectiveness or economies of scale or efficient marketing. However, one rarely finds it happening smoothly as understanding and predicting consumers is difficult. Since time age-old, humans are known to have specific choices about the way they live their lives, eat, and mingle with each other. These choices largely talk about the story of their personal or cultural or societal evolution. The needs of conformity to such set patterns in life have induced consumption of specific products or services in recent times. Businesses and new categories of products and services have emerged based on this premise. Marketers have increasingly taken help of these new evolved ways of living and captured it under behavioral studies.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² of the pre and post purchase consumer behavior.
CO.2	Interpret³ different models of consumer behavior.
CO.3	Identify² the dynamics of human behaviour and the basic factors that influence the consumers decision process.
CO.4	Explain⁴ the influence of Social determinants on consumer behavior.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Consumer Behavior: Concept, Nature and Need for Studying Consumer Behavior; Consumer Buying Roles; Consumer Buying Process; Factors Influencing Consumer Behaviour; Industrial Buying Behaviour - Industrial Buying Process; Consumer Buying Behaviour in Digital Era.	7



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|-----|--|---|
| II | Consumer Modeling: General Model of Consumer Behaviour - The Economic Model, Learning Model, Psychoanalytic Model, The Sociological Model; Specific Model of Consumer Behaviour - The Howard Sheath Model, The Nicosia Model, The Engel –Kollat-Blackwell Model. | 7 |
| III | Individual Influences on Consumer behavior: Consumer needs, Motivation; Perception - Perceptual process, Perceptual Distortion and Factors Influencing Perception. Consumer Learning- Conditioning and Cognitive learning theories; Consumer Attitude –Attitude Formation and Change; Personality and Self-Concept. | 7 |
| IV | Social Influence on Consumer Behaviour: Social Class; Reference Group; Family, Family Life Cycle Phases and Decision-Making. Diffusion of Innovation and Opinion Leadership. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Dheeraj Sharma, Jagadish Seth, Banwari Mittal, Consumer Behaviour – A Managerial Perspective, Cengage Learning, 2015.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- Leon G. Schiffman, Leslie Iyer, S. Ramesh Kumar, 10e, Pearson, 2011.
- Michael Solomon, Rebekah Russell-Bennett, Josephine Previte, Consumer Behaviour, 3/e, Pearson Higher Education AU, 2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context, Pearson Education India, 2009.
- Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.



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COURSE CODE

MMC MM617

COURSE TITLE

Elective Paper VI

MINI PROJECT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Pr)			
				Component	Exam	WT%	Min. Passing %
-	-	4	2	Pr (100)	FEP	100	40%

Course Description:

The purpose of this mini-project is to become familiar with practices/marketing research techniques used in marketing and to learn to apply these marketing practices or marketing research techniques. The course is based on an individual/team research work including literature studies according to the study plan. An individual/team study plan will be written by the student(s) under the supervision of course instructor/supervisor which serves as a project description.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop**⁶ analytical and presentation skills.

CO.2 **Write**⁶ a project report.

DESCRIPTION

Guidelines for Course:

The primary objective of this course is to enable students to understand the latest developments in the field of Business and Management. The course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc.

This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a **self-study course* therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation. The students can choose topic/topic based case from the above his/her area of specialization given elective courses, with the approval of course faculty member/guide & academic coordinator. The students are expected to work on the chosen topic in consultation with their course faculty member/guide. Each student will deliver the seminar as per the schedule given by the faculty member/guide. The presentation will be evaluated by course in charge/faculty guide. The project report evaluation is done by Course-in-charge/faculty guide.

At the end, each student has to submit mini project report duly signed by Head of Department to the Departmental Project Coordinator (DPC).

The final report for this project should be a typed, double-spaced paper. The report should include:



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- Introduction: A general overview of the selected topic.
- Research Methodology. The first few paragraphs should discuss the technique used, why that technique was chosen, and details of the procedures involved (e.g., questionnaire and its development, survey methodology, sampling, data tabulation, etc).
- Analysis of the Data & Interpretation. A thorough analysis of the data and results of the research should be presented. Use tables, charts, graphs (whatever is appropriate).
- Findings and Conclusion. A thorough discussion of your conclusions from the data.
- Recommendations: Student can make recommendation based on finding and study report.

Evaluation of a student work will be based on following suggestive factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 15%
- Seminar Delivery/presentation– 25%
- Punctuality and regularity at work – 10%
- Project report – 50%

Departmental Project Coordinator (DPC) should maintain project reports and the evaluation record of students.

OR

COURSE CODE	COURSE TITLE
MMC MM617	Elective Paper VI
	MASSIVE OPEN ONLINE COURSES (MOOCs)
	(Program Elective, School of Management) (Ver 1.2)

Lect.	Tut.	Pract.	Credits	Component	Evaluation Scheme		
					Exam	WT (%)	Mini. Passing
-	-	4	2	Pr (100)	Certificate of successful completion of course./OR		
					FEP	100	40%

Learning Outcome(s):

After completion of this course, students should be able to -

CO1	Demonstrate³ self motivation for using Open Educational Resources (OERs) for self-development.
CO2	Identify² suitable educational resources for active open learning.
CO3	Plan² a structured learning experience using a range of available resources.
CO4	Use³ OER for self-development.

DESCRIPTION

- Learners are encouraged to opt for Massive Online Open Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated



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in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016).

- A *Massive Open Online Course* (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments.
- Massive Open Online Courses (MOOCs) are available for anyone to enrol. MOOCs provide an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale.
- A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
- There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. 8 weeks / minimum 40-42 hours of work shall be equivalent to two credit.
- Students shall apply to the Dean / Head of the Department of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator.
- The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA Part II programme or before the completion of MBA II Semester III. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count.
- Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure and considering semester time span, a student can earn maximum two credits after successful



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completion of course only on his/her grade sheet. *Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course.*

*****Important Note: To earn the credit for this course paper student can select any one option from above i.e. Mini Project or MOOC.***

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SPECIALIZATION ELECTIVE II: FINANCIAL MANAGEMENT (FM)

COURSE CODE

MMC FM607

COURSE TITLE

Elective Paper I

PROJECT APPRAISAL AND FINANCING

(Program Elective, School of Commerce and Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This course covers techniques of financial analysis of investment expenditures as well as the economic and distributive appraisal of those projects. Projects often involve the outlay of financial capital which becomes exposed to varying degrees of risks. Investment decisions are required. This course will provide students with foundation knowledge of tools and techniques used the field of project appraisal and financing.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain² the concept of project management in Project appraisal and financing of proposed project reports.
CO.2	Apply³ financial projection to adapt and manage financial challenges.
CO.3	Analyse⁴ feasibility of proposed financial projections.
CO.4	Use³ modern techniques of cash management system for optimal utilization of most liquid asset.
CO.5	Evaluate⁵ project risk and recognize ² effective measures.
CO.6	Prepare⁶ detail project report using financial skills for enterprise.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction of Project Management: Project Management Concepts: Concept and characteristics of a project; Project Planning: Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis.	7
II	Financial Estimates and Projections: Overview and structuring of Project Financing; Testing of financial feasibility and making market analysis of proposed project. Feasibility and viability. Start-up India, Stand-up India.	7



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| III | a) Estimation of cost of project and means of finance, Projection of Financial Statements and Profitability,

b) Project Financing- Long Term Sources and Short Term Sources, Classification of internal and external. | 7 |
| IV | Estimation of Cash Flows: Cost of Project, Working Capital Requirements and its Financing, Motive for holding Cash, Objective of case Management, Factors determine the cash needs; Techniques of Cash Management. Cash Management Model- Baumol Model Miller-or Model, Orgler's Model. | 7 |
| V | Types and Measures of Project Risk Management: Types and Measures of Project Risk; Managing Project Risk; Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Decision Tree Analysis. | 7 |
| VI | Preparation of Project Reports and Analysis: Appraisal of Term Loans by Financial Institutions, Preparation of projected financial statements in respect of proposed project. Preparing project report or proposal for any proposed business. | 7 |

NOTE: Class discussions to be supported by relevant case studies/problems.

REFERENCE BOOKS

- Ambrish Gupta, Project Appraisal and Financing, PHI Learning Pvt. Ltd., 2017.
- D. P. Sarda, Project Finance: Appraisal and Follow-up, ABD Publishers, 2007.
- Finerty, D. John, Project Financing, Asset – Based Financial Engineering, 3/e; New Delhi: Wiley India, 2015.
- Gatti, Stefano, Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects, 2/e; USA: Academic Press, Elsevier, 2013.
- Prasanna Chandra, Projects, 7/e, Tata McGraw-Hill Education, 2009.
- Sitangshu Khatua, Project Management and Appraisal, Oxford University Press, 2011.
- Yescombe, E. R, Principles of Project Finance, 2/e; USA: Academic Press, Elsevier, 2013.



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COURSE CODE	COURSE TITLE
MMCFM609	Elective Paper II
	BEHAVIORAL FINANCE
(Program Elective, School of Management) (Ver 1.2)	

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

This course is designed to provide an overview of an exciting new and fast growing area in finance, which takes as its premise that investment decision-making and investor behaviour are not necessarily driven by 'rational' considerations but by aspects of personal and market psychology. Behavioural finance recognizes that our abilities to make complex financial decisions are limited due to the biases and errors of judgment to which all of us are prone. This course introduces cognitive biases, discusses the impact of such biases on the financial decision-making, and explores the behaviour of individual investors, fund managers and corporate managers. This course is intended to complement other finance courses that are mainly based on the traditional paradigm which assumes that investors and managers are generally rational.

Course Outcome(s)	
<i>At the end of the course the students should be able to:</i>	
CO.1	Explain² concepts of behavioural finance.
CO.2	Describe² concepts and working of efficient market hypothesis theory in investment decision.
CO.3	Apply³ various theories relating with behavior financing and take hold of all economic aspect that are related to the capital market.
CO.4	Analyze⁴ behavioral biases of investors.
CO.5	Analyze⁴ corporate investment policies and decisions for the nurturing of business life.
CO.6	Propose⁶ effective capital structure for Business.

UNIT	CONTENT DESCRIPTION	HOURS
I	Introduction to Behavioral Finance: Classical Finance and Behavioral Finance- Heuristics and Biases in Human Decision making Psychology and Market People. Investors, Portfolio Managers, Analysts: are they rational? Bounded Rationality in Real Market Conditions. Decision-making Process and Behavioral Biases. Simple Experiments on Anchoring.	7



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| II | Efficient Market Hypothesis: Theoretical Foundations of Efficient Market Hypothesis (EMH). Steps of Efficient Market Hypothesis. Rational investors. Irrational investors: number and the correlation of trading strategies. Evidence of motivating phenomena: Stock prices overreaction and correction. | 7 |
| III | Behavioral Economics and Finance: Prospect theory (Kahneman, Tversky). Bounded rationality. Expected Utility theory vs. prospect theory. Probability. Risk preference, framing bias. Mental accounting (Tversky and Kahnemann, 1992). | 7 |
| IV | Behavioral Biases of Investors: Representativeness (Tversky and Kahnemann, 1974). Ambiguity aversion (Ellsberg, 1961). Overconfidence and excessive trading (Griffin and Tversky, 1992). The analysis of potential consequences. | 7 |
| V | Behavioral Corporate Finance: The decision-making process in reality. First level: rational managers. Managerial financing and investment decisions as rational responses to securities market mispricing. | 7 |
| VI | Capital Structure Choice: Second level: less than rational managers. Behavioral biases of managers. Capital structure choice: behavioral aspects. Investment policy: real investments and MandA deals. | 7 |

NOTE: Class discussions to be supported by relevant case studies/problems.

REFERENCE BOOKS

- Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
- Fama, E. F., Efficient capital markets: a review of theory and empirical work. Journal of Finance, 25(2), 383-417, 1970.
- Hersh Shefrin, Beyond Greed and Fear, Harvard Business School Press, 2000.
- M. M. Sulphey, Behavioural Finance, PHI Learning Pvt. Ltd., 2014.
- Parag Parikh, Value Investing and Behavioral Finance, Tata McGraw-Hill Education, 2009.
- Prasanna Chandra, Behavioural Finance, McGraw-Hill Education, 2016.
- Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000.



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COURSE CODE

MMC FM611

COURSE TITLE

Elective Paper III

INTERNATIONAL FINANCIAL MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

This course focuses on international financial management and international trade. This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, investment decisions, multinational capital budgeting and financial risks in International Operations.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain ² and relate knowledge and ability to use the precise language of International Finance.
CO.2	Apply ³ knowledge of business to confront new situations and propose solutions which can withstand critical examination into the area of international finance.
CO.3	Predict ⁵ currency future values and assess the present currency values.
CO.4	Analyze ⁴ both international financial borrowing and investment opportunities.
CO.5	Analyse ⁴ the risk in international transactions and make able to measure and manage that risk.
CO.6	Discuss ² exchange rate in spot market and forward market, and computation of arbitrage gain possibility.

CONTENT

UNIT	DESCRIPTION	HOURS
I	International Finance: a) Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility- Current Account and Capital Account; World Financial Markets and Institutions: International Banking, World Bank and International Monetary Fund (IMF).	7
II	Foreign Exchange Market: Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate; Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior.	7



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- III **International Working Capital Management:** a) International cash management: 7
The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. b) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring and Accounts receivables.
- IV **International Capital Budgeting:** The basic framework for analysis. Issues and 7
strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Capital Budgeting and Cash Management of MNC.
- V **Global Financial Environment:** Objective of financial management in a 7
multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.
- VI **Management Of Exposure and Risk:** Risks in International Operations: Exchange 7
rate risk, Interest rate risk and Political risk. Concept of exposure and risk. Types of exposure transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

NOTE: Class discussions to be supported by relevant case studies/problems.

REFERENCE BOOKS

- Apte P.G., Multinational Financial Management, Tata -McGraw Hill, New Delhi.
- Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs.
- Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi.
- Seth, A.K., International Financial management, Galgotia Publishing.
- Shapiro, Allen C., Multinational Financial Management, John Wiley and Sons, 2001.



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COURSE CODE	COURSE TITLE
MMC FM613	Elective Paper IV
	FINANCIAL MARKETS AND SERVICES
	(Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This is a course on the operations of financial markets and services in India. Financial markets and services introduces students to the financial markets environment in which business organizations operate. The course presents an overview of the financial system and its various financial markets, services and institutions.

Course Outcome(s)	
<i>At the end of the course the students should be able to:</i>	
CO.1	Explain² the role and functions of Indian Financial System with the detailed knowledge of all the participant of the same.
CO.2	Describe² concepts, working, composition and major instruments of capital and money market and become life-long learner of financial market.
CO.3	Distinguish⁴ concepts, and working, of Commodity and Derivative market and become life-long learner of financial market.
CO.4	Distinguish⁴ Stock Exchange Market and their Indices.
CO.5	Analyze⁴ and take hold of all aspect that are related to the capital market including primary as well as secondary market mechanism.
CO.6	Explain² the major financial services available for the nurturing of business life inclusive of the introduction as well as growth.

CONTENT		
UNIT	DESCRIPTION	HOURS
I	Introduction to Indian Financial System: Overview of Financial System in India, Major Components, Objectives and Functions of Financial Institutions- Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA).	7



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|-----|---|---|
| II | Financial Market: Capital Market: concept, types of markets- primary and secondary; Role of capital market intermediaries; Instruments in Capital Market- Shares, Stocks, Debentures, Bonds; Money Market - Concept & Instruments in Money market- Commercial Papers, Certificate of Deposits, Treasury Bills, Bills of Exchange. | 7 |
| III | Commodities and Derivatives Market: Concept, Market for Commodity Trading; Derivative Market – Concepts and Transactions- Swaps, Options, Forward and Futures. | 7 |
| IV | Indian Securities Market: Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE); Regulation of Securities markets; Over The Counter Exchange of India (OTCE) Indices - SENSEX and NIFTY. | 7 |
| V | E-Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading; Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CSDL), Eligibility and functions of Depository Participants (DPs). | 7 |
| VI | Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India; Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating; Insurance: Concept, Importance and Types of Insurance; Mutual Fund: Concept, Importance, Types of Mutual Fund. | 7 |

NOTE: Class discussions to be supported by relevant case studies/problems.

REFERENCE BOOKS

- Bhalla, V. K. (2004), Management of Financial Services, Anmol Publishing House.
- Bhole, L. M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi.
- Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.
- Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Private Limited, New Delhi.
- Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. Licensees of Pearson Education in South Asia, New Delhi.



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COURSE CODE	COURSE TITLE
MMC FM615	Elective Paper V CONTEMPORARY ISSUES IN TAXATION-I (Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	CREDI TS	EVALUATION SCHEME FOR (THANDPR)			
				Component	Exam	WT(%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Description:

Accounting and finance are constantly developing and changing, greatly influenced by external factors in a global market place. This course will help to expand students' understanding of the conceptual underpinnings of Indian income taxation arrangements, and other aspects of taxation.

Course Outcome(s)	
<i>At the end of the course the students should be able to:</i>	
CO.1	Explain ² basic principles underlying the provisions of direct tax laws and to develop ² a broad understanding of the tax laws and accepted tax practices.
CO.2	Discuss ² Principles and Provisions of direct tax laws in Computation of taxable income under various heads of income.
CO.3	Apply ³ knowledge of various provisions of the Income Tax Act 1961 in Computation of Income relating to Individual.
CO.4	Evaluate ⁵ Income statement of Individual to calculate tax liability.

CONTENT		
UNIT	DESCRIPTION	HOURS
I	Introduction: Definitions under the Income Tax Act 1961, Residence and tax liability. Income deemed to be received / deemed to accrue or arise in India. Incomes which do not form part of total income and income forming part of total income but no income tax is payable	7
II	Heads of Income: Heads of income and the provisions relating to computation of income under different heads in respect of Individuals; Tax implications of financing decisions.	7
III	Clubbing of Income: Provisions relating to clubbing of income. Set-off and carry forward of various types of losses Deductions from gross Total income	7



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- IV **Computation of Total Income:** Problems on computation of total income and tax payable and rebates and relief's in respect of Individuals only. 7

Mini Projects/Group Exercise/Case Studies on above applicable topics.

REFERENCE BOOKS

- B. Viswanathan, Goods and Services Tax (GST) in India, New Century Publications, 2016.
- B.B. Lal, Income Tax, 2/e, Pearson Education, 2011.
- Girish Ahuja (Author), Ravi Gupta, Systematic Approach to Taxation: Containing Income Tax and GST, 39/e, Wolters Kluwer India Pvt. Ltd., 2018.
- Lucky Yona, Contemporary Issues in Taxation, AuthorHouse, 2018.
- M. M. Sury, Tax System in India: Evolution and Present Structure, New Century Publications, 2015.
- Sinha P.K., Dr. Vinod Singhania, Systematic Approach to Indirect Tax- Kumar, Sanjeev Text Book of Indirect Tax –Taxman Publication, New Delhi



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COURSE CODE

MMC FM617

COURSE TITLE

Elective Paper VI

FINANCIAL DECISION MAKING - I

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	EVALUATION SCHEME FOR (PR)			
				Component	Exam	WT%	Min Passing %
-	-	4	2	Pr (100)	FEP	100	40%

Course Description:

This course provides students with the key knowledge and skills required for financial management linking together financial decision making concepts with day-to-day management decisions. The course adopts a practical approach using hands on practices.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain ² how organizations make value optimizing financial decisions, and reflectively and critically assess the issues arising from these decisions.
CO.2	Exhibit ¹ a clear conceptual understanding of the fundamental relevant to financial decision making through ratios.
CO.3	Analyse ² and evaluate ³ various financial models and decision making techniques and Identify ⁴ the impact of dividend policy (as it applies to firms) and prescribe ways to overcome shareholders' diverse requirements.
CO.4	Apply ⁴ financial analysis skills in the facilitation of strategic decision making through working capital.

CONTENT

PRACTICALS	DESCRIPTION	HOURS
I	Financial Decision Making: Financial Decision Making - Meaning, Definition and Objectives. Practical on Financial Decision Making in any Manufacturing/Service Organization.	4
II	Management Performance Measurement: Financial Ratio Analysis Ratios relating to: Profitability, Efficiency, Turnover, Liquidity and Gearing Ratio. Practical on Comparative Statement, Common Size Statement, Sickness Prediction and Trend Analysis;.	4



III	Making Distributions to Shareholders: Dividend Policy and Shareholder Wealth Traditional vs. Modigliani and Miller Arguments, Factors Determining the Level of Dividends Scrip Dividends, Special Dividends and Share Buybacks. Study of any Manufacturing/Service Unit Dividend Policy and Its Impact on Company.	4
IV	Working Capital Management Study of Working Capital and Its Impact.	4

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Ambrish Gupta, Financial Accounting for Management: An Analytical Perspective, 6/e, Pearson Education, 2018.
- Bhattacharya H, Working Capital Management: Strategies and Techniques, 2/e, Prentice Hall India Learning Private Limited, 2008.
- Kulkarni, P. V. and Satyaprasad, B. G., Financial Management, Himalaya Publishing House, Mumbai, 2011.
- Rustagi, R. P., Fundamentals of Financial Management, Taxman Publication, 2016.
- Sarnagadharan M, Financial Analysis for Management Decisions, Prentice Hall India Learning Private Limited, 2011.

OR

COURSE CODE

MMC MM617

COURSE TITLE

Elective Paper VI

MASSIVE OPEN ONLINE COURSES (MOOCs)

(Program Elective, School of Management) | (Ver 1.2)

Lect.	Tut.	Pract.	Credits	Component	Evaluation Scheme		
					Exam	WT (%)	Mini. Passing
-	-	4	2	Pr (100)	Certificate of successful completion of course./OR		
					FEP	100	40%

Learning Outcome(s):

After completion of this course, students should be able to -

CO1	State ² personal motivation for producing and using Open Educational Resources (OERs).
CO2	Evaluate ⁵ some examples of educational resources for active open learning.
CO3	Plan ² a structured learning experience using a range of resources.
CO4	Use ³ OER for self-development.



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DESCRIPTION

- Learners are encouraged to opt for Massive Open Online Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016).
- A *Massive Open Online Course* (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments.
- Massive Open Online Courses (MOOCs) are available for anyone to enrol. MOOCs provide an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale.
- A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
- There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. 8 weeks / minimum 40-42 hours of work shall be equivalent to two credit.
- Students shall apply to the Dean / Head of the Department of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator.
- The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA Part II programme or before the completion of MBA II Semester III. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count.



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- Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure and considering semester time span, a student can earn maximum two credits after successful completion of course only on his/her grade sheet. *Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course.*

*****Important Note: To earn the credit for this course paper, student can select any one option from above i.e. Financial Decision Making-I or MOOC.***

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SPECIALIZATION ELECTIVE III: HUMAN RESOURCE MANAGEMENT (HR)

COURSE CODE

MMC HR607

COURSE TITLE

Elective Paper I
TALENT MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

Talent management has become one of the most popular new business management concepts, designed to help companies leverage human capital for maximum gain. This course analyzes the processes of selecting, developing and maintaining talent within an organization. This course can help students better understand talent management techniques and learn to use them in a profitable way.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain² the concepts & importance of talent management.
CO.2	Explain⁴ the role of IT, key elements, critical success factors to create Effective Talent Management System.
CO.3	Prepare³ Talent development budget and Contingency plan for effectively managing talent team for organization growth.
CO.4	Select⁴ modern practices in talent attraction, selection, retention and engagement.
CO.5	Measure⁵ Return on Talent (ROT) for preparing compensation plan.
CO.6	Discuss² recent talent management practices and processes.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Talent Management: Meaning and concept of Talent and Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.	7



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| II | Elements, Benefits and Challenges of Talent Management System(TMS):
Introduction, Role of Information Technology in Talent Management System, Key Elements of TMS; Building Blocks of Effective Talent Management System, Critical Success Factors to Create TMS. | 7 |
| III | Talent Planning: Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching. | 7 |
| IV | Emerging Trends in Talent Management: Modern practices in talent attraction, selection, retention and engagement. Strategic Trends in Talent Acquisition, Talent Management and Social Media. | 7 |
| V | Return on Talent (ROT): Return on Talent (ROT) measurements - Optimizing investment in talent - Integrating compensation with talent management- Sustainable Talent Management and Reward Model- Developing talent management information system - Psychometrics for TM | 7 |
| VI | Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Using talent management processes to drive culture of excellence; HR Analytics for TM Processes; Talent management in India; Future directions in talent management practice and research. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
- Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
- Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi.
- Masood, Anil Kumarsingh and Somesh Dhamija, Talent management in India Challenges and Opportunities, Atlantic publisher, New Delhi.



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COURSE CODE	COURSE TITLE
MMC HR609	Elective Paper II ORGANIZATION CHANGE AND DEVELOPMENT (Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

Organizations must change to survive in today's rapidly changing global economy. From small family-owned businesses to billion-dollar corporations to non-profits, change is inevitable. This course addresses the issues, basic theories and methods associated with organizational change and development in contemporary organizations. In this course, participants will be exposed to a number of organizational issues including, the need for change, why organizations change or fail to change and how change helps organizations become more competitive and profitable. In this course, participants will be introduced to both historical and contemporary theories and methods of introducing change in organizations, leading change, the ethical issues of surrounding and management techniques for effectively changing an organization. The course also explores the role of leadership in change and how leaders effect change.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Explain² various terms relating to organizational development and change.
CO.2	Discuss² the process of change as applied to organizational culture and human behavior.
CO.3	Apply³ theories and current research concerning individuals, groups, and organizations to the process of change.
CO.4	Analyze⁴ ongoing activities within an organization and design and plan the implementation of selected OD interventions
CO.5	Apply³ the performance management technique for development of human resources.
CO.6	Creating⁶ the analytical skills for solving the problems arising due to organization changes and development.



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CONTENT		
UNIT	DESCRIPTION	HOURS
I	Organizational Development (OD): Concept, and Characteristics– Assumptions of OD – Model of OD – OD Process – Diagnosing Organization, Group and Jobs – Collecting and Analyzing the information – Feeding Back information – Leading and Managing Change – Case Studies.	7
II	Organizational Development Interventions: ; Designing interventions; Evaluating and institutionalizing interventions; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles (QC); Behavioural interventions- Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD;	7
III	Organizational Change, Renewal, and Development: Dynamics of Planned Change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organizational renewal and re-energizing; Institution building; Creativity and innovation	7
IV	Resistance to Change: Change and Leadership; Managing the resistance and Change – Change Agent – Role and Skills – Implementation of Change – Organizational Culture and Change.	7
V	Human Process interventions: Individual, Interpersonal and Group Approaches, Organization Process Approaches –Techno structural Interventions – Restructuring Organizations, Employee involvement and Work Design.	7
VI	Human Resource Management Interventions: Performance Management through change and development, Developing and Assisting members through Strategic Interventions, Competitive and Collaborative Strategies, Organizational Transformation, OD in Global Setting – OD in Private and Public Sector Organizations.	7

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- JIM Grieses, Organisational Change, Oxford publishers, 2010.
- Radha R. Sharma, Change management concept and applications, TMH publishers, 2010.
- Stephen P. Robins, Organisational Behavior, Prentice Hall of India, 9th edition, 2001.



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COURSE CODE	COURSE TITLE
MMC HR611	Elective Paper III
	COMPENSATION AND BENEFITS MANAGEMENT
	(Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

Compensation and benefits is an important area of Human Resource Management as the mismanagement of the same can have adverse effect on the employee morale and the organization's profits. Hence, managing compensation and benefits require quite a skill and competence. This course is designed to develop effective compensation, reward and benefit package that motivates employees to perform better. Topics include job description, analysis and evaluation systems; equity issues and requirements; design and use of wage and salary surveys; statutory and non-statutory employee benefit packages and systems; performance, merit and incentive pay systems; and administration of compensation systems.

Course Outcome(s)	
<i>At the end of the course the students should be able to:</i>	
CO.1	Understand² the various dimensions of Compensation Management.
CO.2	Apply³ illustrate different ways to strengthen the pay-for-performance link.
CO.3	Understand² the Legally required employee benefits.
CO.4	Learn¹ some of the implications for strategic compensation and possible employer approach to managing legally required benefits.
CO.5	Assess⁵ the different voluntary retirement schemes.
CO.6	Creating⁶ the analytical skills for solving the problems arising due to compensation management.

CONTENT		
UNIT	DESCRIPTION	HOURS
I	Compensation: Concept, dimensions and system – Rewards – Concept, equity based rewards, team rewards-Reward strategy & psychological contract – Non Financial Compensation System – Economic Theory – Behavioural Theory; New trends in Compensation Management.	7



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| II | Compensation Strategy at Macro Level: Wage Policy – Wage Determination – Pay Fixation – Collective Bargaining – Pay Commission – Law relating to compensation – Compensation Strategy at Micro Level – Job Evaluation approach to compensation management – Methods and System. | 7 |
| III | Minimum Wages Act, 1948: Payment of Wages Act, 1936 – Equal Remuneration Act, 1976; Employee Welfare and Working Conditions, Statutory and non-statutory employee benefit packages and systems; Managerial Remuneration: Tax Planning – Salary Structuring – Recent trends in Taxation. | 7 |
| IV | Performance, Merit and Incentive Pay Systems: Salary Progression – Methods of Payment – Competency based compensation – Incentive scheme Types, Merits and Demerits – Performance Appraisal – Strategic Perspective on Benefits – Factors, Classification. | 7 |
| V | Wage Incentives: Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay, Bonus: Profit Bonus, Evolution of the Concept, Method of Determining Bonus, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits. | 7 |
| VI | Voluntary Retirement Scheme: International Compensation – Objectives, Package and Problem – Recent Changes in Compensation Strategy. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- B.D. Singh, Compensation and Reward Management, Excel Books, 2006
- Milkovich and Newman, Compensation, Tata McGraw Hill, 2007
- Richard I. Derson, Compensation Management, Pearson Education.
- D K Bhattacharyya, Compensation Management, Oxford Press, 2 Ed., 2009.



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COURSE CODE

MMC HR613

COURSE TITLE

Elective Paper IV
EMPLOYEE RELATIONS

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

The purpose of this course is to improve the effectiveness of entry-level ER specialists by developing their fundamental skills and the necessary understanding of the field of employee relations. The fundamental concern of Employee Relations as a field of study is with investigating the nature of the relationship that exists between an employer and his or her employees – or the employment relationship.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Develop⁵ and maintain up-to-date knowledge of contemporary thinking on employee relations
CO.2	Recognise¹ the strengths and limitations of contemporary organizations in relation to the management of employee relations.
CO.3	Plan⁴ for and organize key employee relations activities.
CO.4	Develop⁵ effective employment relations policies and practices with appropriate sensitivity and responsiveness to context.
CO.5	Understand² causes of grievances and its process.
CO.6	Creating⁶ the analytical skills for solving the problems arising due to relationship within employees.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation.	7
II	Indian Labour Laws and International bodies: Role of Indian Labour Laws and International bodies such as ILO in IR, Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging	7



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Trends in IR, Future of IR in India.

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| III | Employment Structure -Social Partnership-Wider approaches to industrial relations- Labour Market. Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status | 7 |
| IV | Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts and Characteristics -Promoting peace. | 7 |
| V | Causes of Grievances -Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances -Standing Orders- Code of discipline in industries; Social Audit. | 7 |
| VI | Industrial Disputes - Meaning, Nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes - Prevention and Settlement of Industrial Disputes in India; Recent Trends in Industrial Disputes. | 7 |

REFERENCE BOOKS

- Arun Monappa, Industrial Relations, TMH, New Delhi, 2003.
- Aswathappa, Human Resource Management, TMH, New Delhi, 2003.
- C. S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books
- Mamoria C. B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
- Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd.
- Sinha, Industrial Relations, Trade Unions and Labour Legislation Pearson Education.



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COURSE CODE	COURSE TITLE
MMC HR615	Elective Paper III
	CROSS CULTURAL MANAGEMENT
	(Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme For (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Description:

The purpose of this course is to introduce the various frameworks and practical techniques in cross-cultural management. This course also aims to develop students' understanding and skills in diagnosis and solving cross-cultural challenges. The meaning of culture is explored by drawing on a range of national cultural and Institutional models and studies and providing a broad understanding of the International context in which multinational corporations operate. The focus will be on the influence of organizational and national Cultures on the development and transfer of a wide range of HRM practices. For example, in what ways do human resource management and employment practices differ across countries and why?

Course Outcome(s)	
<i>At the end of the course the students should be able to:</i>	
CO.1	Discuss² the main theories in cross-cultural management
CO.2	Examine³ the relevant contextual issues in cross-cultural management in relation to international business
CO.3	Express² and communicate effectively in oral and written forms about cross cultural management using appropriate concepts, logic and rhetorical conventions.
CO.4	Understanding² Organizational culture and its models.

CONTENT		
UNIT	DESCRIPTION	HOURS
I	International Cultural Environment: The Concept of Culture, Culture dimensions; Self-reference Criterion and Ethnocentrism: As a Major Obstacles in International Business Decisions, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Panculturalism. Cultural Orientation in International Business,	7
II	Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Structural Evolution of Global Organizations. Cross Cultural Differences in global business and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study;	7



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| III | Cross Cultural Commnication, Negotiation and Decision making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Corporate Culture; Western and Eastern Management Thoughts in the Indian Context. | 7 |
| IV | Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, Women and aging people, intra company cultural difference in employee motivation. | 7 |

REFERENCE BOOKS

- Adler, Nancy. International Dimensions of Organizational Behavior. Southwestern, 2007
- Branine, M. Managing Across Cultures: Concepts, Policies and Practices London: Sage, 2011.
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COURSE CODE

MMC HR617

COURSE TITLE

Elective Paper VI

MINI PROJECT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme For (Pr)			
				Component	Exam	WT%	Min. Passing %
-	-	4	2	Pr (100)	FEP	50	40% 40%

Course Description:

The purpose of this mini-project is to become familiar with techniques used in marketing research and to learn to apply these techniques to marketing decision-making. The course is based on an individual/team research work including literature studies according to the study plan. An individual/team study plan will be written by the student(s) under the supervision of course instructor/supervisor which serves as a project description.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop⁶** presentation and analytical skills.

CO.2 **Write⁶** synopsis and presentation report.

DESCRIPTION

Guidelines for Course:

The primary objective of this course is to enable students to understand the latest developments in the field of Business and Management. The course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc.

This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a **self-study course* therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation. The students can choose topic/topic based case from the above his/her area of specialization given elective courses, with the approval of course faculty member/guide & academic coordinator. The students are expected to work on the chosen topic in consultation with their course faculty member/guide. Each student will deliver the seminar as per the schedule given by the faculty member/guide. The presentation will be evaluated by course in charge/faculty guide. The project report evaluation is done by Course-in-charge/faculty guide.

At the end, each student has to submit mini project report duly signed by Head of Department to the Departmental Project Coordinator (DPC).



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The final report for this project should be a typed, double-spaced paper. The report should include:

- Introduction: A general overview of the selected topic.
- Research Methodology. The first few paragraphs should discuss the technique used, why that technique was chosen, and details of the procedures involved (e.g., questionnaire and its development, survey methodology, sampling, data tabulation, etc).
- Analysis of the Data & Interpretation. A thorough analysis of the data and results of the research should be presented. Use tables, charts, graphs (whatever is appropriate).
- Findings and Conclusion. A thorough discussion of your conclusions from the data.
- Recommendations: Student can make recommendation based on finding and study report.

Evaluation of a student work will be based on following suggestive factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 15%
- Seminar Delivery/presentation– 25%
- Punctuality and regularity at work – 10%
- Project report – 50%

Departmental Project Coordinator (DPC) should maintain project reports and the evaluation record of students.

OR

COURSE CODE	COURSE TITLE
MMC HR617	Elective Paper VI MASSIVE OPEN ONLINE COURSES (MOOCs) (Program Elective, School of Management) (Ver 1.2)

Lect.	Tut.	Pract.	Credits	Component	Evaluation Scheme		
					Exam	WT (%)	Mini. Passing
-	-	4	2	Pr (100)	Certificate of successful completion of course./OR		
					FEP	100	40%

Learning Outcome(s):

After completion of this course, students should be able to -

CO1	State ² personal motivation for producing and using Open Educational Resources (OERs).
CO2	Evaluate ⁵ some examples of educational resources for active open learning.
CO3	Plan ² a structured learning experience using a range of resources.
CO4	Use ³ OER for self-development.

DESCRIPTION



- Learners are encouraged to opt for Massive Open Online Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016).
- A *Massive Open Online Course* (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments.
- Massive Open Online Courses (MOOCs) are available for anyone to enrol. MOOCs provide an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale.
- A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
- There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. 8 weeks / minimum 40-42 hours of work shall be equivalent to two credit.
- Students shall apply to the Dean / Head of the Department of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator.
- The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA Part II programme or before the completion of MBA II Semester III. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count.
- Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure



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and considering semester time span, a student can earn maximum two credits after successful completion of course only on his/her grade sheet. *Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course.*

*****Important Note: To earn the credit for this course paper, student can select any one option from above i.e. Mini Project or MOOC.***

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SPECIALIZATION ELECTIVE VI: AGRIBUSINESS MANAGEMENT (AB)

COURSE CODE

MMC AB607

COURSE TITLE

Elective Paper I

INDIAN ECONOMY AND AGRICULTURE

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th & Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Outcomes

At the end of the course the students should be able to:

CO.1	Understand ¹ various environmental concepts in which the agri-business is conducted
CO.2	Understand ¹ micro and macro environmental forces and their impact on agribusiness.
CO.3	Comprehend ¹ basic concept involved in developing Agri Business Economics
CO.4	Distinguish ⁴ different strategies used Agri business Economics.
CO.5	Recognize ² importance of organizational agri business management
CO.6	Understand ¹ the importance and concept of Agri Economics

CONTENT

UNIT	DESCRIPTION	HOURS
I	Indian Agriculture under the Five Year Plans: The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.	7
II	Land Reforms: The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms Size of Farms and Productive Efficiency, Meaning of economic holding, changing pattern of ownership and operational holdings in India,	7



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| III | Farming and Irrigation: Farms size and Irrigation, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming. Irrigation, multipurpose river valley project a controversy, irrigation in the 12th plan, private sector participation in irrigation, | 7 |
| IV | Fertilizers and Other Agricultural Inputs: fertilizers, pesticides, manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture | 7 |
| V | Agriculture Labor: Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL) | 7 |
| VI | Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in nonagricultural sector, agricultural laborers, bonded labor, working conditions | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Adhikary M., Economic Environment of Business, 6E, S. Chand.
- Dutt and Sundaram, Indian Economy, S. Chand, 2016.
- Francis Cherunilam, Business Environment, Himalaya Publications, 2018.
- K Aswathappa, Essentials of Business Environment, Himalaya Publications, 2014.
- N. Janardhana Rao, Indian Agriculture - issues and perspectives, ICFAI, University Press.
- Uma Kapila, Indian Economy Since Independence: A comprehensive and critical analysis of India's economy, Academic Foundation, 1947-2017.



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COURSE CODE

MMC AB609

COURSE TITLE

Elective Paper VII

AGRICULTURE MARKETING

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain ² the concepts of Agri Business Marketing,
CO.2	Discuss ² various types of Rural marketing.
CO.3	Examine ³ the agri packaging techniques and practices.
CO.4	Critically Evaluate the current Agriculture Produce Pricing mechanism.
CO.5	Understand ² the importance of marketing of Agriculture Inputs.
CO.6	Understand ² the challenges of Indian Cottage Industries

CONTENT

UNIT	DESCRIPTION	HOURS
I	Agriculture Marketing: Meaning and scope, market structure, factors influencing market, marketable surplus. Characteristic of good marketing system, agri market and economic development.	7
II	Marketing system: Rural marketing and its types, marketing channels, distribution system of agri inputs and outputs, promotion system for agri products.	7
III	Marketing functions and classifications: Meaning, classification, grading, standardization, storage and its types, warehousing, packaging and processing system, transportation of agri goods, value addition for agri goods	7
IV	Agriculture Prices in India: Market intelligence unit, State government agencies, State bureau of economics and statistics, APEDA, MSP, CACP, APMC, DSO, agriculture marketing and KrishiUpajMandiSamiti.	7



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- V **Marketing of Agricultural inputs:** Indian Tractor Industry- Overview, fertilizer industry in India, An Introduction, Indian Agrochemical market, An Introduction, Global Agrochemical Market: A brief Overview. 7
- VI **Marketing of Cottage Industries** Characteristics of Indian Handicraft industry, Nature of Indian Handicrafts, selected cottage industries clusters identified for enhanced exports, Challenges for rural cottage industries. 7

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Anil Bhatt, Agricultural Marketing, New India Publishing Agency, 2015.
- Jainn, ManoharLal, Marketing of Agri Inputs, Himalaya Publishing House.
- Lakshmi Dhar Hatai, Agricultural Marketing Management, New India Publishing Agency- Nipa, 2016.
- Pingali Venugopal, Ram Kaundinya, Agri-input Marketing in India, SAGE Publishing India, 2014.
- S. P. Seetharaman, Agricultural input marketing, Oxford and IBH Pub. Co., 1992.
- S. S. Acharya and N. L. Agarwal, Agriculture Marketing in India, Oxford and IBH Pub. Pvt. Ltd., 2004.



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COURSE CODE

MMC AB611

COURSE TITLE

Elective Paper VIII

COMMODITY MARKETS AND FUTURE TRADES

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Outcomes

At the end of the course the students should be able to:

CO.1	Analyze ⁴ Various Sources of Market Information
CO.2	Understand ² the Speculator mechanism in commodity futures.
CO.3	Monitor ⁵ the Risk in Commodity Trading.
CO.4	Explain ² various Important global and Indian commodity exchanges.
CO.5	Analyze ⁴ the Commodity market.
CO.6	Analyze ⁴ trading pattern of different commodity groups.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Risk in Agriculture Markets: Sources of market information and IT tools for marketing. History and Evolution of commodity markets terms and concepts: spot, forward and futures Markets.	7
II	Commodity Markets – factors influencing spot and future markets. Speculatory mechanism in commodity futures. Commodity exchange platforms. Transaction and settlement – delivery mechanism - role of different agents - trading strategies - potential impact of interest rate.	7
III	Risk in Commodity Trading: importance and need for risk management measures – managing market price risk: hedging, speculation, arbitrage, swaps - pricing and their features.	7
IV	Important Global and Indian Commodity Exchanges: Contracts Traded – special features Regulation of Indian commodity exchanges - FMC and its role. Foreign	7



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Exchange, FDI in Commodity Markets.

- | | | |
|----|---|---|
| V | Fundamental vs. Technical Analysis – construction and interpretation of charts and chart patterns for analyzing the market trend. | 7 |
| VI | Market Indicators: Back Testing; Introduction to technical analysis software – analyzing trading pattern of different commodity groups. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Jack D. Schwager, The Concise Handbook of Futures Markets, Kaufman PJ John Wiley and Sons, 2017.
- Leuthold RM, Junkus JC and Cordier JE, The Theory and Practice of Futures Markets, Lexington Books.
- Lofton T., Getting Started in Futures, 5E, John Wiley and Sons.
- Purcell WD, Agricultural Futures and Options: Principles and Strategies, 2E, Macmillan Publication.
- Wasendorf RR and McCafferty, All about Commodities from the Inside Out, McGraw-Hill, 2008.



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COURSE CODE	COURSE TITLE
MMC AB613	Elective Paper IX CO-OPERATIVES MANAGEMENT AND AGRI PROCESSING INDUSTRIES
(Program Elective, School of Management) (Ver 1.2)	

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Outcomes	
<i>At the end of the course the students should be able to:</i>	
CO.1	Understand² elements of Cooperative sector.
CO.2	Discuss² the functions and purpose of Cooperatives.
CO.3	Analyze⁴ various Cooperatives in Agribusiness.
CO.4	Classify³ various Agro-processing industries in India.
CO.5	Discuss² the Recent Trends in Agri-business Management.
CO.6	Understand² the Supply Chain of Agro products

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Co-operatives: Cooperative administration- a global perspective, cooperative sector and economic development, Co-operatives with its present Scenario.	7
II	Cooperative Management: Nature, Functions and Purpose of Cooperatives – Procurement, Storage, Processing, Marketing, Process of Cooperative Formation, Role of Leadership in Cooperative Management.	7
III	Overview of Agribusiness Cooperative: Credit Cooperatives, Cooperative Marketing, Dairy Cooperative; Financing Agribusiness Cooperative.	7
IV	Agro-processing industries in India: Sugar industry- Dairy processing –Cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – Problems and prospects of Agro-processing.	7



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|----|---|---|
| V | Recent Trends in Agri-business Management -ITC E-choupal, Contract Farming, Precision Farming, Organic Farming. | 7 |
| VI | Supply Chain Agro Products: Logistics via Agro Products, Containerization, Cold- Storage and Transportation for Agri Products. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Akmat J.S., New Dimensions of Cooperative Management, Himalaya Publishing House.
- Ansari A.A., Cooperative Management Patterns, Anmol Publishers.
- Sah A.K, Professional Management for the Cooperatives, Vikas Publishing House.



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COURSE CODE

MMC AB615

COURSE TITLE

Elective Paper XI

AGRICULTURE RESEARCH AND EXTENSION

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT(%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Outcomes

At the end of the course the students should be able to:

CO.1	Understand² the concepts of Research and its implications on Agriculture.
CO.2	Analyze⁴ advantages and disadvantages of ICT.
CO.3	Use⁶ ICT in Agriculture Research.
CO.4	Understand² the pre- requisites of ICT enabled extension.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Research – Meaning, importance, characteristics. Agriculture research – Meaning, concept and problems in Agriculture research. Types and methods of Research – Fundamental, Applied and Action research, Exploratory, Descriptive, Diagnostic, Evaluation, Experimental, Analytical, Historical, Survey and Case Study.	7
II	ICTs: Concept, definition, tools and application in extension education. Reorganizing the extension efforts using ICTs, advantages, limitations and Opportunities.	7
III	ICTs projects: case studies in India and developing world. Different approaches (models) to ICTs. ICT use in field of extension- Expert systems on selected crops and enterprises Agricultural web sites and portals related crop production, diseases and crop production (ICAR, NSC, IIPM, KF Bio plants, Czenta, MAFCO, etc.).	7
IV	ICT Extension Approaches: Pre-requisites, Information and Science needs of farming community. Need integration. Human resource information. Intermediaries. Basic e-extension training issues. ICT enabled extension pluralism. Emerging issues in ICT.	7

NOTE: Class discussions to be supported by relevant case studies..



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REFERENCE BOOKS

- Meera S.N., ICTs in Agricultural Extension: Tactical to Practical, Ganga-Kaveri Publication House. Varanasi. 2008
- Mulay S and Sabaratnam, Research Methods in Extension Education, 1983; Manasavan.
- Willem Zip, Improving the Transfer and Use of Agricultural Information - A Guide to Information Technology, The World Bank, Washington.

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COURSE CODE

MMC AB617

COURSE TITLE

Elective Paper VI

MINI PROJECT

(Program Elective, School of Commerce and Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Pr)				
				Component	Exam	WT(%)	Min. Passing %	
-	-	4	2	Pr (100)	FEP	100	40%	40%

Course Description:

The purpose of this mini-project is to become familiar with techniques used in marketing research and to learn to apply these techniques to marketing decision-making. The course is based on an individual/team research work including literature studies according to the study plan. An individual/team study plan will be written by the student(s) under the supervision of course instructor/supervisor which serves as a project description.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop⁶** presentation and analytical skills.

CO.2 **Write⁶** a project report.

DESCRIPTION

Guidelines for Course:

The primary objective of this course is to enable students to understand the latest developments in the field of Business and Management. The course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc.

This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a **self-study course* therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

The students can choose topic/topic based case from the above his/her area of specialization given elective courses, with the approval of course faculty member/guide & academic coordinator. The students are expected to work on the chosen topic in consultation with their course faculty member/guide. Each student will deliver the seminar as per the schedule given by the faculty member/guide. The presentation will be evaluated by course in charge/faculty guide. The project report evaluation is done by Course-in-charge/faculty guide.

At the end, each student has to submit mini project report duly signed by Head of Department to the Departmental Project Coordinator (DPC).



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The final report for this project should be a typed, double-spaced paper. The report should include:

- Introduction: A general overview of the selected topic.
- Research Methodology. The first few paragraphs should discuss the technique used, why that technique was chosen, and details of the procedures involved (e.g., questionnaire and its development, survey methodology, sampling, data tabulation, etc).
- Analysis of the Data & Interpretation. A thorough analysis of the data and results of the research should be presented. Use tables, charts, graphs (whatever is appropriate).
- Findings and Conclusion. A thorough discussion of your conclusions from the data.
- Recommendations: Student can make recommendation based on finding and study report.

Evaluation of a student work will be based on following suggestive factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 15%
- Seminar Delivery/presentation– 25%
- Punctuality and regularity at work – 10%
- Project report – 50%

Departmental Project Coordinator (DPC) should maintain project reports and the evaluation record of students.

OR

COURSE CODE	COURSE TITLE
MMC AB617	Elective Paper VI
	MASSIVE OPEN ONLINE COURSES (MOOCs)
	(Program Elective, School of Commerce and Management) (Ver 1.2)

Lect.	Tut.	Pract.	Credits	Component	Evaluation Scheme		
					Exam	WT (%)	Mini. Passing
-	-	4	2	Pr (100)	Certificate of successful completion of course./OR		
					FEP	100	40%

Learning Outcome(s):

After completion of this course, students should be able to -

CO1	State ² personal motivation for producing and using Open Educational Resources (OERs).
CO2	Evaluate ⁵ some examples of educational resources for active open learning.
CO3	Plan ² a structured learning experience using a range of resources.
CO4	Use ³ OER for self-development.



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DESCRIPTION

- Learners are encouraged to opt for Massive Open Online Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016).
- A *Massive Open Online Course* (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants (TAs), as well as immediate feedback to quick quizzes and assignments.
- Massive Open Online Courses (MOOCs) are available for anyone to enrol. MOOCs provide an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale.
- A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
- There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. 8 weeks / minimum 40-42 hours of work shall be equivalent to two credit.
- Students shall apply to the Dean / Head of the Department of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator.
- The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA Part II programme or before the completion of MBA II Semester III. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count.
- Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as



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equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure and considering semester time span, a student can earn maximum two credits after successful completion of course only on his/her grade sheet. *Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course.*

*****Important Note: To earn the credit for this course paper, student can select any one option from above i.e. Mini Project or MOOC.***

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**MASTERS OF BUSINESS
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PROGRAM
PART II
(SEMESTER IV)**



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COURSE CODE
MMC602

COURSE TITLE
PROJECT MANAGEMENT

(Program Core, School of Commerce and Management) | (Ver. 1.1)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT(%)	Mini. Passing %
3	1	-	4	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This course guides students through fundamental project management concepts and behavioral skills needed to successfully launch, lead, and realize benefits from projects in profit and non-profit organizations. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through case studies and class exercises. A key and often overlooked challenge for project managers is the ability to manage without influence—to gain the support of stakeholders and access to resources not directly under their control.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Understand² project management concepts.
CO.2	Use³ project management tools, techniques and skills and align critical resources for effective project implementation
CO.3	Analyse⁴ project planning activities that accurately forecast project costs and timelines.
CO.4	Evaluate⁵ effective project execution and control techniques that result in successful projects.
CO.5	Explain² how to manage project cost and quality.
CO.6	Propose⁶ project closure activities.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles, Project Identification and Selection, Project Identification Process, Project Feasibility Studies, Project Break-even point.	7



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| II | Project Planning: Introduction, Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS) Organizational Structure and Organizational Issues, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager. | 7 |
| III | PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. | 7 |
| IV | Project Risk Management: Introduction of Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. | 7 |
| V | Project Quality Management: Project Quality Management and Value Engineering, Quality Concepts, Value Engineering Purchasing and Contracting for Projects, Purchase Cycle, Contract Management, Procurement Process. | 7 |
| VI | Project Execution and Control: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects, Project Execution, Project Control Process, Purpose of Project Execution and Control, Project Close-out, Termination and Follow-up, Project Management Software.
Case study on mentioned units. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Clifford F. Gray, Erik W. Larson, Project Management: The Managerial Process, McGraw Hill Publication.
- Greg Horine, Project Management Absolute Beginner's Guide, 3E, 2012.
- K. Nagarajan, Project Management, 7E, New Age International Publisher, 2017.
- Kathy Schwalbe, Introduction to Project Management, 2E, Cengage Learning, 2008.
- Mike Field, Laurie S. Keller, Project Management, Cengage Learning EMEA, 1998.
- Sadhan Choudhury, Project Management, Tata McGraw-Hill Education, 1988.



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COURSE CODE
MMC604

COURSE TITLE
Elective Paper VII
ENTREPRENEURSHIP
 (Program Core, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Component	Evaluation Scheme		
					Exam	WT(%)	Mini. Passing %
2	1	-	3	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Description:

This course is designed to help students evaluate the business skills and commitment necessary to successfully operate an entrepreneurial venture and review the challenges and rewards of entrepreneurship. This course provides business and non-business majors with the skills necessary to succeed as an entrepreneur. The fundamentals of starting and operating a business, developing a business plan, obtaining financing, marketing a product or service and developing an effective accounting system will be covered.

Course Outcomes	
<i>At the end of the course the students should be able to:</i>	
CO.1	Describe ² basic terms and concepts related to entrepreneurs and entrepreneurship for developing entrepreneurial skills.
CO.2	Analyse ⁴ factors influencing entrepreneurship development and role of entrepreneurship in economic development of a country.
CO.3	Differentiate ³ Government schemes and support system working for entrepreneurship development in India.
CO.4	Discuss ² women entrepreneurs and challenges faced by women entrepreneur and the Importance of Social entrepreneurship.
CO.5	Explain ² Importance of technology and rural entrepreneurship development.
CO.6	Prepare ³ a business plan.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Entrepreneurship Perspectives: Concept of Entrepreneur, Qualities of Entrepreneur and Types of entrepreneurs; Entrepreneurship and Enterprise. Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager.	4



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Tutorial	Case studies of Successful entrepreneurs to understand the qualities of an entrepreneur./ Assignment on Types of entrepreneurs.	2
II	Factors influencing Entrepreneurship Development: Economic and Non-economic like individual, environmental, socio-cultural etc.; Link between Entrepreneurship and Economic Development;	4
Tutorial	Developing entrepreneurial competencies through business game.	2
III	Entrepreneurial Support System: Meaning of Micro, Small and Medium Enterprises; Government support schemes for entrepreneurship development, DIC (District Industries Centre's role and functions); Entrepreneurship Development Program (EDP): Need, Objective, Course contents; Various phases of EDP;	4
Tutorial	Desk Assignment on Identifying Various Entrepreneurship related Training and Development Institutions in India and preparing a report. Study assignment on Government support schemes for entrepreneurship development. Role of various institutions in developing entrepreneurship in India (A brief description only).	2
IV	Women and Social Entrepreneurs: Definition, Importance and Challenges of Women entrepreneur; Social Entrepreneurship – Meaning, Importance and Challenges in Social Entrepreneurship..	4
Tutorial	Case Study on Women Entrepreneur(s)/ Cases in Social Entrepreneurship Grameen Bank / SWACH Sewa Sakahari Sansta Maryaadit / Arvind Eye Hospital etc.	2
V	Technology and Rural Area Entrepreneurship: Definition and Importance of Technology Entrepreneurship; Rural Entrepreneurship development- Meaning, Importance and Challenges.	4
Tutorial	Desk research: Students to study 4 case studies related to success stories of today's Global and Indian Technology Entrepreneurs. (Google, Apple Inc., Microsoft, Tata, Samsung, Reliance Industries, etc.)	2
VI	Enterprise Launching: Developing Business Idea- Product selection process, Search, Screening and Evaluation of ideas. Sources of Capital Developing a Business Plan; Meaning of Projects; Project Appraisal- Economic Analysis, Market Analysis, Financial Analysis, Technical feasibility, Managerial Competency.	4
Tutorial	Exercise on preparation / presentations of Business plan.	2

REFERENCE BOOKS

- Bolton, Bill and John, Thompson. Butterworth-Heinemann, Entrepreneurs: Talent, Temperament, Technique, 2/e, MA. 2004.



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- David Stokes, Nicholas Wilson, Martha Mador, Entrepreneurship, Cengage Learning EMEA, 2010
- Peter Drucker, Innovation and Entrepreneurship Routledge, 2014.
- Raghu Nanadan, Unleashing your Entrepreneurial Potential, Response Business Book from Sage, New Delhi, 2009.
- Robert Hisrich and Michael Peters, Entrepreneurship, Tata McGraw Hill, 2002.
- Stephen Roper, Entrepreneurship: A Global Perspective, Routledge, 2012.

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COURSE CODE
MMC606

COURSE TITLE
FOREIGN LANGUAGE

(Program Core, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme For (Th and Pr)			
				Component	Exam	WT%	Min. Passing %
2	-		NC	Th (100)	FET	100	40%

Course Description:

This course is offered in MBA because the demand is rising for business school graduates who are proficient in more than one language. As the global economy expands, so does the need for students with international business degrees and with knowledge of foreign cultures and practices. The students can learn the basics of foreign language course and expected to earn a certificate in one foreign language and submit the short term course certificate of course completion before completing his MBA program.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1	Develop⁶ reading, speaking and writing skills in chosen foreign language..
CO.2	Use³ vocabulary to communicate in the selected Foreign Language.

DESCRIPTION

Listening: Understand Simple Questions and Instructions.; Understand Information about the Person and the Work; Understand Standard Information Related to the Working Field.

Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters; Understand Simple Letters, Appointments, Invitations and Information in Short Texts; Understand Standard Letters and Texts about Working Processes and Product Descriptions.

Speaking: Provide Short Information about the Job and the Person; Answer Simple Questions About One's Working Field; Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.

Writing: Fill in forms and provide information about name, address, nationality etc.; Write Faxes and e-mails; Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Questions.



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COURSE CODE
MMC608

COURSE TITLE
DISSERTATION ON SOCIAL ISSUE

(Program Core, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Pr)			
				Component	Exam	WT%	Min. Passing %
-	-	4	2	Pr (100)	FEP	50	40%
					OE	50	40%

Course Description:

This semester long course is intended to for students in their second year. The purpose is to take students from a point at which they have general ideas about their dissertation topic through the development of a solid structure, research strategy and drafting of report. The main objective course The development of both written and verbal presentation skills is an essential element of the course.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop⁶** analytical and presentation skills.

CO.2 **Write⁶** synopsis and dissertation report.

DESCRIPTION

In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation on any social or ethical issue and submit a structured report in TWO hard copies and one soft copy (CD).

A team of 2-3 (not more than three) students can join together and work on a same topic. The student is required to conduct advanced research on a topic related to one (or more) of social or ethical issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the HoD about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the results obtained along with their solutions / discussions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Faculty Guide has to monitor the progress of the student(s)/team(s) assigned under his/her guidance. The completion of the dissertation / project shall be certified by the Faculty Guide and approved by the HoD/Dean of the School. The student can undergo desk research or field research or both and can follow the guidelines mentioned in the SIP for preparation of their final hard copy.



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SPECIALIZATION ELECTIVE I: MARKETING SPECIALIZATION (MM)

COURSE CODE

MMC MM610

COURSE TITLE

Paper VII

DISTRIBUTION MANAGEMENT AND LOGISTICS

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

This course is all about distribution, warehousing and logistics management, It explains framework and principles of distribution, warehousing and logistics management and its planning for real life business situations.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Describe¹ the importance of logistics in the formation of business strategy.
CO.2	Discuss² the logistics operating areas and their interrelationship.
CO.3	Classify³ the importance and implications of a customer-focused logistics strategy.
CO.4	Describe⁴ the framework required for logistic management.
CO.5	Assess⁵ the importance of warehousing in logistics operations.
CO.6	Construct⁶ the plan Distribution Management and Logistics for a company

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Logistics and Distribution: Introduction, Scope and Definition, Historical Perspective, Importance of Logistics and Distribution, Logistics and Supply Chain Structure.	7
II	Integrated Logistics and the Supply Chain: Introduction, The Total Logistics Concept, Planning for Distribution and Logistics, Integrated Systems, Competitive Advantage through Logistics, Logistics and Supply Chain Management.	7
III	Channels of Distribution: Introduction, Physical distribution channel types and structures, Channel selection, Outsourcing channels, Customer Service and Logistics;	7



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Logistics management and organization.

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| IV | Planning Framework for Logistics: Introduction, Pressures for Change, Strategic Planning Overview, Logistics Design Strategy, Product Characteristics, The Product Life Cycle. | 7 |
| V | Principles of Warehousing: Introduction, The Role of Warehouses, Strategic Issues affecting Warehousing, Warehouse Operations, Costs, Packaging and Unit Loads. | 7 |
| VI | Strategic Marketing Management: Strategy Definition, Concept and Objectives of Strategic Marketing Management, Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management, Strategic Marketing Management Process. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- David B. Grant, Alexander Trautrim, Chee Yew Wong, Sustainable Logistics and Supply Chain Management (Revised Edition), Kogan Page Publishers, 2015.
- David F. Ross, Distribution: Planning and Control, Springer Science and Business Media, 2012.
- David H. Taylor, Global Cases in Logistics and Supply Chain Management, Cengage Learning EMEA, 1997.
- Garg, Miti, Cases on Supply Chain and Distribution Management: Issues and Principles: Issues and Principles, IGI Global, 2012.
- Martin Christopher, Logistics and Supply Chain Management, Pearson UK, 2016.
- Satish K. Kapoor, Purva Kansal, Basics of Distribution Management: A Logistics Approach, PHI Learning Pvt. Ltd., 2003.
- Sople, Vinod V., Logistics Management, Pearson Education India, 2009.



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COURSE CODE
MMC MM612

COURSE TITLE
Paper VIII
B2B MARKETING

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

Business to Business Marketing is the process of understanding, creating and delivering customer value, thereby building and sustaining profitable relationships with targeted business markets and customers. Business markets are significantly larger than consumer markets and they offer a variety of career opportunities specially to marketing professionals. A close understanding of business markets / customers is essential for strategic planning and hence is a requirement for top management executives / aspirants in a business marketing firm. This course is different from consumer marketing. It elaborates Industrial buying process and strategies for it. It includes a part of digital marketing and International Entry strategies as well. The differences between consumer marketing and business marketing demand specialized knowledge to effectively manage customer relationships in the business to business context. The course is designed to meet this requirement. The course may also be useful to participants with entrepreneurial ambitions in business markets.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Define¹ the concept of B2B Marketing.
CO.2	Discuss² the importance of Environmental Analysis in B2B Marketing
CO.3	Prepare³ the strategic plan for industrial marketer.
CO.4	Illustrate⁴ the 4Ps of Marketing Mix Strategy in B2B Marketing.
CO.5	Interpret⁵ the entry strategies for international marketing
CO.6	Specify ⁶ the need of Digital Marketing in the new context of business.

CONTENT

UNIT	DESCRIPTION	HOURS
I	B2B Marketing: Introduction, Different Criteria in overall B2B procurement, Challenges faced by B2B Marketing, B2B Segmentation.	7



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| II | Understanding Industrial Market and Environment: Types of Industrial Customers, Classification of Industrial Product and Services, Purchasing Practices, Environmental Analysis | 7 |
| III | Strategic Management in B2B Marketing: Role of Marketing in Strategic Planning; Strategic Planning - Corporate Level, Business Level, Implementing and Controlling Marketing Plans. | 7 |
| IV | Industrial Buyer Behaviour and B2B Marketing Strategy: Nature of Organizational Buyer Behaviour, Organizational Buyer's Decision Process, Influences on Buying Decisions, Marketing Strategy- Product Mix, Pricing in B2B, Promotion and Distribution Mix. | 7 |
| V | International Industrial Marketing: The Nature of International Markets, Entry Strategies for International Market, Legal Aspects of doing International Business, Pricing and Payment Terms in International Trade. | 7 |
| VI | Introduction to Digital Marketing: , Why Digital Marketing, Growth of Digital Media, B2B v/s B2C Marketing, Multi-channel Marketing, Digital marketing of B2B. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Heidi Taylor, B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Kogan Page Publishers, 2017.
- John J. Wall, B2B Marketing Confessions, Lulu.com, 2012.
- Ross Brennan, Louise Canning, Raymond McDowell, Business-to-Business Marketing, 4/e, SAGE Publishers, 2017.
- Simon Hall, Innovative B2B Marketing: New Models, Processes and Theory, Kogan Page Publishers, 2017.



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COURSE CODE
MMC MM614

COURSE TITLE
Paper IX
MARKETING RESEARCH
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
					FET	20	
2	1	-	3	Th (100)	CAT II	30	40%
					ESE	50	40%

Course Description:

This course will provide students with an in depth understanding of marketing research. Students will be involved in a practical application of marketing research via a group project. The main objective of this course is to equip students with the key concepts and methods of marketing research, and allow student to understand how to apply those tools to solve real-life business problems.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² the concepts of Marketing Research.
CO.2	Summarize² steps in marketing research.
CO.3	Prepare³ detail measuring plan for a data collecting a instrument.
CO.4	Compile⁴ research plan based on requirement like consumer research, advertising research etc.
CO.5	Analysis⁴ different areas in marketing.
CO.6	Demonstrate³ problems solving skills through Cases.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Marketing Research: Introduction, Definition, Scope of marketing research, Process, Marketing Research Methods- Qualitative & Quantitative Research; Contributions of research to theory and practice; Research Ethics.	7
II	Sources and collection of Marketing Data: Secondary data – Advantages and Limitations, Sources – Govt. and Non Govt. Primary Data – Advantages and Limitations, Sources, Methods of Collection Primary Data – Observation, Mail, Personal Interview, Telephonic Interview, Internet Interviewing.	7
III	Market Research Techniques: National readership survey, Retail Store Audit,	7



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Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews.

- IV **Sampling, Questionnaire and Scaling Techniques:** Descriptive and Influential Statistics- Probability and Non Probability Sampling, Sampling methods, Sample Design. Questionnaire design, drafting and Coding- Data Entry and Screening. Hypothesis Testing-Association; Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating and Ranking Scales. 7
- V **Setting up and Implementation of Marketing Research Project:** Purpose, nature and Practical considerations; Steps in Formulating Market Research Projects- One Project for Consumer Durables and one for non-durables to be discussed. 7
- VI **Sampling Plans and Types of Research:** Various Sampling Plans and their Application Research in Advertising, Distribution, Consumer Research. 7

NOTE: Class discussions to be supported by relevant case studies/research papers.

REFERENCE BOOKS

- Riccardo Benzo, Marwa G. Mohsen, Chahid Fourali, Marketing Research: Planning, Process, Practice, SAGE, 2017.
- Matthew Harrison, Julia Cupman, Oliver Truman, Paul N Hague, Market Research in Practice: An Introduction to Gaining Greater Market Insight, Kogan Page Publishers, 2016.
- Nigel Bradley, Marketing Research: Tools and Techniques, OUP Oxford, 2013.
- Govind Chand Beri, Marketing Research, Tata McGraw-Hill Education, 2013.
- G. Scott Erickson, New Methods of Market Research and Analysis, Edward Elgar Publishing, 2017.
- Bonita Kolb, Marketing Research: A Practical Approach, SAGE, 2008.
- S.L. Gupta, Marketing Research, Excel Books India, 2004.



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COURSE CODE
MMC MM616

COURSE TITLE
Paper X
INTERNATIONAL MARKETING
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

International marketing is one of five subjects in the marketing discipline and extends the knowledge developed in marketing management into the international rather than the domestic market. This course involves the study of the issues involved in identifying, and developing, relationships with international markets. This course focuses on the development of marketing strategies for organizations operating in the international business environment. This course will enable students to learn analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Define¹ the concept of International Marketing.
CO.2	Discuss² in detail international marketing strategy.
CO.3	Prepare³ detail environmental analysis report for marketer.
CO.4	Illustrate⁴ the International marketing mix element like product and price.
CO.5	Interpret⁵ the International marketing mix element like place and promotion.
CO.6	Specify⁶ the organizational structure required for international firm.

CONTENT

UNIT	DESCRIPTION	HOURS
I	International Marketing: Concept of International Marketing, Importance and Challenges of International Marketing, Researching Foreign Market.	7
II	International Marketing Strategy: Introduction to Marketing Management Process, International Marketing Management Process, International Marketing Strategy	7
III	Marketing Environment and Entry Methods: Introduction, International Marketing Environment – Economic, Socio- Culture, Technological, Political and Legal, Entry	7



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Methods for International Market.

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| IV | International Product and Price Mix Strategy: Product characteristics, Product Design Decisions, Geographic Expansion strategic alternatives, New product in Global Market. Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives. | 7 |
| V | International Place and Promotion Mix Strategy: Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry. Advertising Decisions in International Marketing. | 7 |
| VI | Organizing for International Marketing: Concept of Marketing Organization, Organizational Arrangement, Role of technology, International Organizational Structures. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Brad Kleindl, International Marketing, Cengage Learning, 2006.
- Carlyle Farrell, Global Marketing: Practical Insights and International Analysis, SAGE, 2015.
- Hollensen, Global Marketing, Pearson Education India, 2016.
- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10/e, Cengage Learning, 2013.
- Philip R. Cateora, International Marketing, 13/e, Tata McGraw-Hill Education, 2007.



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COURSE CODE
MMC MM618

COURSE TITLE
Paper XI
RURAL MARKETING
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT(%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Description:

This course offers the basics of Rural marketing to Management students. The importance of rural markets for all kinds of products and services has been growing in the last two decades. The huge income shift taking place in rural India with the increasing rural middle class with high purchasing power and aspiration has meant that corporates can no longer ignore rural markets. In this context that several management schools across the country have started offering Rural Marketing as an elective course to the management students. Thus, this course is designed to provide the students with adequate background knowledge on important issues related to rural marketing, so that they are better equipped to face the real life challenges involved in a career in rural marketing.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² the concept of Rural Marketing.
CO.2	Discuss² rural consumer behaviour
CO.3	Prepare³ detail segmentation, targeting positioning plan for marketer.
CO.4	Illustrate³ communication strategies for rural marketing mix element like advertisement, personal selling, etc.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Concept of Rural Marketing: Definition and Concept, Rural Myth, Evolving Rural Consumer, Evolution of Rural Marketing, Rural Marketing Environment.	7
II	Rural Consumer Behavior And Rural Marketing Research: Consumer Buying Behavior Model, Factors influencing Consumer Behavior, the Buyers Decision Process-Rural Marketing Research Process, Special Tools Used in Research, Limitation of Rural Research.	7
III	Segmentation, Targeting and Positioning of Rural Markets and Product	7



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Strategy and Pricing: Concept and Classification of Rural Products, Segmentation, Targeting and Positioning, Product Decisions and Strategies, Designing, Branding, Packaging; Factors affecting Price Setting for Rural Products and Services, Price Setting Strategies, Rural Specific Strategies.

- IV **Distribution In Rural Markets And Communication Strategies For Rural Markets:** Distribution Channels-Evolution, Channel Dynamics, Channel Members, Project-Shakti, Rural Logistics, Rural Dominance - Challenges in Rural Communications, Communication Process, Rural and Urban Responses to Television Advertisement, Developing Effective Rural Communication, Role of Religion in Designing Rural Communication, 7

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- C. S. G. Krishnamacharyulu, Rural Marketing: Text and Cases, Pearson Education India, 2011.
- Pradeep Kashyap, Siddhartha Raut, The Rural Marketing Book (Text and Practice), Dreamtech Press, 2005.
- Dinesh Kumar, Punam Gupta, Rural Marketing: Challenges and Opportunities, SAGE Publications, 2017.
- Partha Sarathi Senapati, Rural and Agricultural Marketing, Educreation Publishing, 2015.
- U C Mathur, Rural Marketing, Excel Books India, 2008.



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COURSE CODE

MMC MM620

COURSE TITLE

Paper XII
MINI PROJECT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Pr)			
				Component	Exam	WT(%)	Min. Passing %
-	-	4	2	Pr (100)	FEP	100	40%

Course Description:

The purpose of this mini-project is to become familiar with techniques used in marketing research and to learn to apply these techniques to marketing decision-making. The course is based on an individual/team research work including literature studies according to the study plan. An individual/team study plan will be written by the student(s) under the supervision of course instructor/supervisor which serves as a project description.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop⁶** analytical and presentation skills.

CO.2 **Write⁶** a project report.

**CONTENT
DESCRIPTION**

Guidelines for Course:

The primary objective of this course is to enable students to understand the latest developments in the field of Business and Management. The course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc.

This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a **self-study course* therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

The students can choose topic/topic based case from the above his/her area of specialization given elective courses, with the approval of course faculty member/guide & academic coordinator. The students are expected to work on the chosen topic in consultation with their course faculty member/guide. Each team will deliver the seminar as per the schedule given by the faculty member/guide. The presentation will be evaluated by course in charge/faculty guide. The project report evaluation is done by Course-in-charge/faculty guide.



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At the end, each student has to submit mini project report to the Departmental Project Coordinator (DPC) duly signed by guide and Head of Department / Dean.

The final report for this project should be a typed, double-spaced paper. The report should include:

- Introduction: A general overview of the selected topic.
- Research Methodology. The first few paragraphs should discuss the technique used, why that technique was chosen, and details of the procedures involved (e.g., questionnaire and its development, survey methodology, sampling, data tabulation, etc).
- Analysis of the Data & Interpretation. A thorough analysis of the data and results of the research should be presented. Use tables, charts, graphs (whatever is appropriate).
- Findings and Conclusion. A thorough discussion of your conclusions from the data.
- Recommendations: Student can make recommendation based on finding and study report.

Evaluation of a student/team's work will be based on following suggestive factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 15%
- Seminar Delivery/presentation– 25%
- Punctuality and regularity at work – 10%
- Project report – 50%

Departmental Project Coordinator (DPC) should maintain project reports and the evaluation record of students.



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SPECIALIZATION ELECTIVE II: FINANCIAL MANAGEMENT (FM)

COURSE CODE

MMC FM610

COURSE TITLE

Paper VII

ADVANCE FINANCIAL MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

This course is designed to study the major decision-making areas of managerial finance. This course focuses on the learning and mastering methods to maximize firm value. The financial management knowledge is the prerequisite for this course.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain ² perpetual base for multi-disciplinary principles in management advance financial management.
CO.2	Apply ³ Capital structure theories in practice.
CO.3	Analyse ⁴ techniques for measurement performance through capital budgeting.
CO.4	Examine ⁴ the international working management for effective working of an organization on global level.
CO.5	Examine ⁴ the financial problems through the technique of EVA and develop the skills of decision making.
CO.6	Evaluate ⁶ the practical Cases of Financial Management, Identify the problems and finding out the solution.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Role Of Accounting Standard Board: Introduction to International Accounting Standards. Disclosure of Accounting Policies-Inventory, Depreciation, Investment, Fixed Assets, Amalgamation, EPS.	7
II	Capital Structure Theories: Net income approach; Net operating income approach; Modigliani and Miller theory (MM approach).	7



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III	Advanced Capital Budgeting: Pay-Back Period, ARR, NPV, PI, IRR.	7
IV	International Working Capital Management: International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds;	7
V	International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring and Accounts receivables.	7
VI	Economic Value Added (EVA): Concept of EVA Calculating EVA, Adjustments for calculation of EVA; Superiority of EVA Advanced Cases of Financial Management	7

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS:

- I.M. Pandey, Financial Management, 11/e, Vikas Publishing House, 2015.
- Narendra Singh, Advanced Financial Management, Himalaya Publishing House, 2010.
- Prassana Chandra, Fundamentals of Financial Management, 6/e, McGraw Hill Education (India) Pvt. Ltd, 2014.
- Rajesh Kumar, Strategic Financial Management Casebook, Academic Press, 2017.
- Van Horne, Fundamentals of Financial Management, 13/e, Prentice-Hall of India Pvt. Limited, 2009.



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COURSE CODE
MMC FM612

COURSE TITLE
Paper VIII
BUSINESS ANALYSIS AND VALUATION
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This course introduces a framework for business analysis and valuation using publicly available information, such as the information contained in financial statements, valuation methodologies and the underlying principles, in order to develop an in-depth analysis of a firm and extract its fundamental value.

Course Outcomes	
<i>At the end of the course the students should be able to:</i>	
CO.1	Identify ² financial statements for analysis.
CO.2	Understand ² appropriate analysis of financial statements.
CO.3	Interpret ³ financial statements for business decision making.
CO.4	Discuss ² Techniques and models of Valuation.
CO.5	Explain ² different tools and techniques of business Valuation.
CO.6	Measure ⁴ the value of assets and liabilities of a business.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Financial Modeling and Use of Financial Functions: Financial Modeling Concepts and Applications; Use of Financial Functions: like Net Present Value (NPV), forecasting techniques, Internal Rate of Return (IRR), etc. Ratio Analysis and Report Writing. Comparative Analysis of Balance sheet and Income Statement (Common size analysis, trend analysis)	7
II	Cash Flow Statements, Profitability and Growth Analysis: GAAP statement of and reformulated cash flow statements, Analysis of cash flow statements and quality of earnings.	7
III	Financial Evaluation: Du-Pont Analysis, Analysis of changes in profitability	7



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and sustainable earnings. The analysis of growth in shareholders' equity.
Evaluation of P/B ratios and P/E ratios.

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| IV | Business Valuation Basics: Basis for Valuation – Introduction, Principles and Techniques of Valuation. Role of Valuation. Valuation Models – Introduction. Discounted Cash Flow Valuation. | 7 |
| V | Mergers and Acquisitions Valuation: Basics of Merger and Acquisition. Concepts of Value in the Context of Mergers and Acquisition. Approaches to Valuation in Case of MandA Selection of Appropriate Cost of Capital For Valuation. | 7 |
| VI | Valuation of Assets and Liabilities: Forms of Intellectual Property and Methods of Valuation. Valuation of Fixed Assets. Valuation of Inventories. Valuation of Investments. Valuation of Shares. Valuation of Goodwill, Patents and Copyrights. Valuation of Liabilities. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Krishna Palepu and Paul M Healy, Business Analysis and Valuation, 5/e Cengage Publication, 2012.
- Sue Wright, Philip Lee, Krishna G Palepu, Michale Bardbury, Paul M Healy, Business Analysis and Valuation Financial Statements, Texts and Cases, 2/e, Asia Pacific Edition by Cengage Learning Australia.



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COURSE CODE

MMC FM614

COURSE TITLE

Paper IX

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

Investment Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investments. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio management.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² the Investment avenues with the detailed knowledge of risk and return.
CO.2	Analyze⁴ securities with the technique of fundamental analysis.
CO.3	Analyze⁴ capital structure of Business organisation.
CO.4	Analyze⁴ and take hold of all aspect that is related to the trading in capital market through various tools and techniques.
CO.5	Determine⁵ asset prices with the help of various theories of market efficiency.
CO.6	Analyze⁴ and Management of investment portfolio.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non-marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.	7



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| II | Fundamental Security Analysis – Economic Analysis – Significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle – Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy. | 7 |
| III | Capital Structure – Financial Analysis – Operating Efficiency of Management – Changes in the Financing Patterns of Indian Companies, Debt-Equity Ratio for Indian Companies. | 7 |
| IV | Technical Analysis – Technical Tools – The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques. | 7 |
| V | Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies. | 7 |
| VI | Portfolio Analysis – Portfolio and Single asset Returns and Risk –Mean Variance Criterion – covariance – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Avadhani, Securities Analysis and Portfolio Management, 9/e, Himalaya Publishing House, 2008
- Bhalla V K, Investment Management: Security Analysis and Portfolio Management, S Chand, New Delhi, 2009.
- Chandra P, Investment Analysis and Portfolio Management, 3/e, Tata Mcgraw Hill Publication.
- Fischer, De and Jordan, Rj, Securities Analysis and Portfolio Management, 6/e, Pearson Education.
- Gnanasekaran, E, Securities Analysis and Portfolio Management, 1/e, Lakshmi Publications, 2009.
- Prasanna Chandra, Portfolio Management, Tata Mcgraw Hill, New Delhi, 2008
- Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publications Pvt. Ltd, New Delhi. 2001.



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COURSE CODE

MMC FM616

COURSE TITLE

Paper X

MANAGEMENT OF RURAL FINANCE AND MICRO CREDIT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This course introduces the students to a wide range of micro-credit and microfinance concepts, strategies and practices, in rural and urban contexts. Microfinance has emerged as an important mechanism in increasing rural wealth. Micro financing involves the provision of financial services such as saving, loans and insurance to poor people who are unable to obtain such services from the formal banking system. Rural finance refers to financial services used in rural areas by people of all income levels. The course is taught through a mix of case discussion and lectures.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² the entire Rural Financial System in India with the detailed knowledge problems and prospects.
CO.2	Explain² the problems and prospects of Agriculture credit
CO.3	Analyze⁴ the role of Government Institutions towards facilitating Rural Credit through collection of survey data
CO.4	Analyze⁴ the role of Micro Finance in rural entrepreneurship development.
CO.5	Recognise² role of micro finance institutions in India.
CO.6	Analyze⁴ the role of Government machineries in rural entrepreneurship development.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Management of Rural Financing: Rural Credit System, Role of Rural Credit in Rural Development. Evolution and Growth of Rural Credit System in India.	7



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| II | Agricultural Credit: Agricultural Credit Review Committee, Report of different Committees and Commissions, Problems and Prospects., Rural Credit to Non-farm Sector, Credit for small and marginal entrepreneurs. | 7 |
| III | Role of Government in facilitating Rural Credit: Role of Government Institutions towards facilitating Rural Credit. Role of Non- Government/ Semi Government / Quasi- Government Institutions. Growth and Present trend of Rural Financing towards Small scale and Cottage Industries. Survey of Small scale and Cottage Industries and report writing. | 7 |
| IV | Micro Finance and Micro Credit: Concept of Micro Finance/ Micro-Credit, Evolution and Growth. Microfinance Delivery Methodologies; Micro- Finance and Social Security, Micro-Finance and Livelihood approach. | 7 |
| V | Models of Micro-Finance: Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.); Strategic Issues in Microfinance; Success Stories, Problems and Prospects of Micro Financing in Rural India. | 7 |
| VI | Micro- Finance and Entrepreneurial Development: Concept of Micro- Finance; Rural Women, Self- Help Groups. Role of Institutions in Entrepreneurial Development. Government Subsidies and facilities for Rural Entrepreneurial Development. Emerging Global Microfinance practices. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Jain, Dhiraj, Sharma, Adya, Marketing Techniques for Financial Inclusion and Development, IGI Global, 2018
- M. Upton and B. O. Anloio, "Farming as a Business" Oxford University Press. New York.
- Meenu Jain, Rural Development Programmes in India, Deep & Deep Publications, 2011.
- S. D. Chamola and Bharati Anirudh, Agriculture and Rural Development in India, Global Vision Publishing House.
- S. K. Misra, V. K. Puri, Indian Economy, Himalaya publishing House Mumbai.
- S.S. Achary, Agricultural Marketing in India, 4/E, Oxford and IBH Publishing, 2004.
- Tanuj Kumar Bisoyi, Rural Credit, Regional Rural Banks and Micro-Finance, Abhijeet Publications, 2010.



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COURSE CODE
MMC FM618

COURSE TITLE
Paper XI
CONTEMPORARY ISSUE IN TAXATION-II
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT(%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Description:

This course introduces through the basic concepts of GST, principles and provisions of GST and procedural part of GST. Goods and Services Tax (GST), which is the biggest tax reform in India. The introduction of Goods and Services Tax (GST) would be a very significant step in the field of indirect tax reforms in India. By amalgamating a large number of Central and State taxes into a single tax, it would mitigate cascading or double taxation in a major way and pave the way for a common national market.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² basic concepts related to GST.
CO.2	Discuss² latest amendments made in connection with indirect taxation.
CO.3	Apply³ principles and provisions of GST.
CO.4	Illustrate⁴ procedural part of GST.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Overview of Goods and Service Tax (GST): Direct and Indirect tax structure in India; Introduction, Overview and Evolution of Goods and Service Tax (GST), - Key Concepts, Phases of GST, GST Council, Taxes under GST, Implementation of GST in India.	7
II	Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, Unique Identification Number, Registration Number Format.	7
III	Export and Import: Supply, Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax) Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal.	7



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- IV Types of GST returns and their due dates, late filing, late fee and interest. 7
- Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Indirect taxation applicable to few commodities levied by either Central or State Government.

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Anjali Agarwal, Goods and Services Tax (GST): Impact on the Indian Economy, New Century Publications, 2017.
- B. Viswanathan, Goods and Services Tax (GST) in India, New Century Publications, 2016.
- Dr. Girish Ahuja and Dr. Ravi Gupta, Systematic Approach to Taxation.
- V. S. Datey, Indirect Taxes, Taxman Publication M Vat Subramanian Snow White Publication.
- V. Balachandran, S. Thothadri, Taxation Law and Practice, Volume 1, PHI Learning Pvt. Ltd., 2012.
- Vishal Sharma, Natasha, An Insight: A Complete Guide to GST, Notion Press, Incorporated, 2018.



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COURSE CODE
MMC FM620

COURSE TITLE
Paper XII
FINANCIAL DECISION MAKING-II
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Pr)			
				Component	Exam	WT%	Min Passing %
-	-	4	2	Pr (100)	FEP	100	40%

Course Description:

This course provides students with the key knowledge and skills required for financial management linking together financial decision making concepts with day-to-day management decisions. The course adopts a practical approach using hands on practices.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain ² how organizations make value optimizing financial decisions, with the help of capital budgeting.
CO.2	Exhibit ² a clear conceptual understanding of the fundamental relevant to financial decision making through capital structure.
CO.3	Analyse ⁴ and evaluate ⁵ various investment opportunities and risk in investments.
CO.4	Apply ³ financial analysis skills in the facilitation of strategic decision making through merger and acquisition.

CONTENT

PRACTICAL	DESCRIPTION	HOURS
I	Capital Budgeting	7
Practical	Study of actual capital budgeting in an company.	
II	Capital Structure	7
Practical	Study of investment structure of an company.	
III	Investment Opportunities And Risk	7
Practical	Sensitivity analysis, Scenario analysis, Simulations, Expected net present value, Event tree diagrams , Risk -adjusted discount rate.	



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IV **Mergers and Acquisitions:** The economic rationale for mergers and 7
acquisitions; Evaluation of the different forms of purchase consideration,
including: Cash, Shares, Loan capital

Practical Study report on Merger & acquisition case of any company.

REFERENCE BOOKS

- Kulkarni, P. V. and Satyaprasad, B. G. (2011), Financial Management, Himalaya Publishing House, Mumbai.
- Rustagi, R. P. (2016), Fundamentals of Financial Management, Taxman Publication.

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SPECIALIZATION ELECTIVE III: HUMAN RESOURCE MANAGEMENT(HR)

COURSE CODE

MMC HR610

COURSE TITLE

Paper VII

PERFORMANCE MANAGEMENT SYSTEMS

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Description:

This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Administer ³ a working knowledge of performance management systems.
CO.2	Recognize ¹ the impact of rewards on attraction, retention and performance management
CO.3	Assess ⁶ how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
CO.4	Understand ² appropriate terminologies and practices regarding performance management.
CO.5	Apply ³ effective techniques for conducting an effective performance appraisal and ways to coach members of management.
CO.6	Creating ⁶ the analytical skills for solving the problems arising due to performance appraisal.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Performance Management: Concept, Purpose, Dimensions and Challenges of Performance Management, Theoretical Foundations of Performance Management and its Application – Learning and Motivational theories, Goal Theory, Control Theory, Social Cognitive Theory, Organisational Justice Theory; Overview of Performance Management as a System.	7
II	Measurement based Performance Management: Performance Management Process, Performance Management Cycle; Performance Appraisal Methods- Traditional Methods, Modern Methods; Theoretical Foundations of Measurement in Performance Management – Measurement based Performance Strategy; Structure	7



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| III | Career Strategy: Significance – Theoretical Foundations of Career based Performance Management – Career based Performance Management Strategy – Team work in Performance Management – Theoretical Foundations of Team work in Performance Management – Team based Performance Management Strategy. | 7 |
| IV | Organization Culture and Ethics in Performance Management: Significance – Theoretical Foundations of Organization Culture in Performance Management – Culture based Performance Strategy; Ethics – An Overview, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management. | 7 |
| V | Competency Management – Significance – Theoretical Foundations of Performance Management – Competency based Performance Management – Leadership in Performance Management – Theoretical Foundations of Leadership in Performance Management – Leadership based Performance Strategy. | 7 |
| VI | Reward Management: Rewards in Performance Management – Theoretical Foundations of Reward based Performance Management – Factors influencing Reward System – Impact of Environment, Internal and External, Reward based Performance Strategy – Non Monetary Rewards. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Agarwala, Tanuja, “Strategic Human Resource Management”, Oxford University Press, New Delhi,
- Dreher- George and Thomas Dougherty, “Human Resource Strategy”, Tata McGraw Hill,
- Greer, Charles, “Strategic Human Resource Management”, Pearson Education,
- Srinivas R. Kandula, Performance Management, Prentice Hall India



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COURSE CODE
MMC HR612

COURSE TITLE
Paper VIII
EMPLOYEE WELFARE LAWS
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

Employee welfare involves watching out for the good of all employees. Employers should seek several different objectives in promoting employee welfare. This course introduces the principle laws and regulations affecting public and private organizations and their employees or prospective employees. Topics include fair employment practices, affirmative action, and employee rights and protections. Upon completion, students should be able to evaluate organization policy for compliance and assure that decisions are not contrary to law.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Express² an appreciation of the industrial, economic and social contexts in which labour is regulated.
CO.2	Demonstrate³ an understanding of the significance and content of the contract of employment and its relationship to industrial awards and workplace agreements
CO.3	Explain² the role of law in regulating industrial conflict
CO.4	Understand² the various rights available to the workmen under the legislations.
CO.5	Understand² the various benefits available to the workmen under the legislations.
CO.6	Demonstrate³ the skills required in applying legal rules and principles to factual situations in problem solving exercises.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Overview of Labour Laws: Meaning, Definition, Scope, Objective and Theories of Labour Welfare; Evolution of Labour Welfare in India; Labour Welfare Facilities; Agencies of Labour Welfare in India; Labour Welfare Officer: Role and Functions.	7



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| II | International Labour Organization (ILO): Indian Constitution and Labour Legislations; Globalisation and Labour Markets in India, Impact of Labour Migration, Changing Scenario of Labour Laws; International Labour Organization (ILO) - Aims and Objectives and Impact on Labour Welfare.. | 7 |
| III | Different Acts: Rights of employers and Rights of Employees; Definition, Scope, Important provisions and Case laws related to Factories Act, 1948; The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948. | 7 |
| IV | Different Acts: Definition, Scope, Important provisions and Case laws related to The Industrial Disputes Act, 1947- The Workmen's Compensation Act, 1923. | 7 |
| V | Different Acts: Definition, Scope, Important provisions and Case laws related to The Payment of Gratuity Act, 1972 -The Payment of Bonus Act, 1965-The Employee's Provident Fund and Misc. Act, 1952 -The Employees State Insurance Act, 1948. | 7 |
| VI | Different Acts: Definition, Scope, Important provisions and Case laws related to The Industrial Employment (Standing Orders) Act, 1946-The Apprentices Act, 1961-The Equal Remuneration Act, 1976- The Maternity Benefit Act, 1961; Beedi and Cigar workers Act, 1966. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Kapoor N. D., Elements of Mercantile Law, Sultan Chand, 2008.
- Memoria, Memoria and Gankar, Dynamics of Industrial Relations, (2008), Himalaya Publishing House.
- Padhi P.K., Industrial Laws, PHI, 2008.
- S.C. Srivastava (2009), Industrial Relations and Labour Laws, Vikas Publications.
- Sinha D. R. N., Indu Balasinha and Semma Priyadarshini Shekar, Industrial Relation, Trade Unions and Labour Legislation, 2004.



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COURSE CODE
MMC HR614

COURSE TITLE
Paper IX
STRATEGIC HRM
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

Strategic Human Resource Management (SHRM) is a capstone course in HRM. This course explores the relationship between the management of people and pursuit of an organisations strategic goals and objectives. It provides the opportunity for students to consider the issues involved in the practice of human resource management (HRM) in the context of the changing world of work.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Understand² the Conceptual Framework of Strategic HRM
CO.2	Identify² the linkages between HRM functions and operations and organisational strategies, structures and culture
CO.3	Identify² the linkages between HRM functions and operations and organisational strategies, structures and culture
CO.4	Demonstrate³ awareness of the different contexts that impact on the operation of HRM.
CO.5	Evaluate⁴ the HR System.
CO.6	Analyze⁴ Strategic options and HR decisions in detail.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Conceptual Framework of Strategic HRM: Conceptual Framework of Strategic HRM, Models of Strategic HRM, Development and Delivery of HR Strategies, Challenges in Strategic Human Resource Management, Strategic HRM for Competitive Advantage.	7
II	Components of Strategic HRM: Organizational HR Strategies, Functional HR Strategies; Improving Business Performance through Strategic HRM. Investment perspectives of HR- investment Consideration, investments in Training and	7



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Development, Investment Practices for Improved Retention, Investments Job Secure Work Courses, Non-traditional Investment Approaches.

- | | | |
|-----|---|---|
| III | Strategic Knowledge Management: Knowledge Management Concept, Knowledge Sharing as a Core Competency, HR Dimension to Knowledge Management; Strategic Organizational Renewal- Managing Change and OD, Instituting TQM Programmes, Creating Team based Organisations, Flexible Work Arrangement. | 7 |
| IV | HR Systems: Recruitment and Retention Strategies, Training and Development Strategies, Performance Management Strategies, Reward and Compensation Strategies. | 7 |
| V | Strategic Options and HR Decisions: Globally Competent Managers - Downsizing and Restructuring - Domestic and International Labour Market - Mergers and Acquisitions - Outsourcing and Off Shoring - Multinational, Global, and Transnational Strategies, Strategic Alliances. | 7 |
| VI | Strategic Responses of Organizations to Changing Environment – Portfolio Process and Structure related Strategic Responses. HR and the Internationalization of Business, Improving International Assignments through Selections, Training and Maintaining International Employees, Developing international Staff and Multinational Teams. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Agarwala, T., Strategic Human Resource Management, Oxford University Press, New Delhi, 2007.
- Dhar, Rajib Lochan. (). Strategic Human Resource Management 1/e, Excel Books, New Delhi, 2008.
- Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern, 2007.
- Regis, Richard., Strategic Human Resource Management and Development 1/e, Excel Books, New Delhi, 2008.



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COURSE CODE	COURSE TITLE
MMC HR616	Paper X
	EMPLOYEE EMPOWERMENT AND ENGAGEMENT
	(Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Description:

This course explores the cognitive, affective and behavioural dimensions of employee engagement and their role in delivering superior organisational performance. The sense of ownership leads employees to be innovative, customer service oriented, problem solvers who take pride in their work. Empowering employees shows that they are trusted. Employees who feel valued and trusted tend to be more engaged. Organizations need managers and leaders who use coaching skills to empower employees to achieve organizational goals. This course will help focus on employee engagement and empowerment practices.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Explain² the concepts of Empowerment.
CO.2	Explain² the concepts of Engagement.
CO.3	Recognize¹ job design as a motivator of engagement and understand how to use it to increase engagement
CO.4	Identify² job-related factors that influence levels of engagement for different individuals
CO.5	Discuss² the steps involved in employee empowerment.
CO.6	Analyse⁴ Critical Issues in Evaluation of Employee empowerment and engagement

CONTENT

UNIT	DESCRIPTION	HOURS
I	Introduction to Employee Empowerment -Concept- Employee Empowerment- Basic issues and concerns - Best practices-Legal framework Employee empowerment- creating a vision and support building- Balancing Autonomy and Dependence; Role of Unions and their involvement- High Involvement management practices.	7
II	Elements and Process of Employee Empowerment: Power, Information, Reward and Knowledge (PIRK) –Process of Employee Empowerment –Benefits of Employee	7



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empowerment - Levels of Employee Involvement: Enabling, Involving and Encouraging - Principles of Employee Empowerment- Recent Trends in Empowerment.

- | | | |
|-----|---|---|
| III | Employee Engagement: Meaning -Types of Employee-Components of Engagement - Drivers of Engagement; Levels of Engagement- Building Engagement; Conceptual issues of Engagement. | 7 |
| IV | Engagement Culture- Engagement Survey- Best Practices-Legal Aspects- Engagement Equation, Role of Top Managers in Employee Engagement -Leadership Strategies-Workplace frustration and strategies to put an end to it. | 7 |
| V | Employee Engagement Framework: Engagement: People, Reward, Company practices, Work, quality of life, Opportunities-Consequences of engagement – Employee Engagement using Social Media-Recent Trends in Engagement. | 7 |
| VI | Employee Engagement and Empowerment: Basic Issues and concern- Best Practices - Key Improving Performance - Impact on Organisation Performance - Engagement Strategies – Drivers of Employee Engagement - Evaluation of Empowerment and Engagement - Critical Issues in Evaluation of Employee empowerment and engagement and its difference with other evaluation approaches. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- C. Argyris, On Organisational Learning, Blackwell.
- DBM Fetterman, Foundation of Empowerment Evaluation, Sage
- E E Lawler III, The Ultimate Advantage: Creating High Involvement Organisation, Jossey Boss.
- J B Mondros and S M Wilson, Organising for Power and Empowerment, Columbia University Press.
- Jim Haudan, The Art of Engagement: Bridging the Gap Between People and Possibilities.
- Kenneth L. Murrell, Mimi Meredith, Empowering Employees, McGraw Hill Professional, 2000.



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COURSE CODE
MMC HR618

COURSE TITLE
Paper XI
INTERNATIONAL HRM
 (Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT(%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	40%
					ESE	50	

Course Description:

This course introduces students to the field of international human resource management. This course provides an understanding of the role of human resource management (HRM) in international contexts. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. Topics include strategic and functional HRM in international contexts, and comparative international contexts.

Course Outcomes

At the end of the course the students should be able to:

CO.1	Develop ³ a diagnostic and conceptual understanding of HRM in a broader, comparative and international perspective
CO.2	Identify ² the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation.
CO.3	Develop ³ competency in dealing with cross cultural situations.
CO.4	Identify ² issues, opportunities and challenges pertaining to international HRM.

CONTENT

UNITS	DESCRIPTION	HOURS
I	Nature of International Human Resource Management: Concept, Importance, Models of International HRM; Approaches to IHRM. Differences between Domestic HRM and IHRM; Variables that Moderate Differences between Domestic and International HRM, Economic Development and the HRM; Challenges of International HR Managers; Recent Global HR Practices.	7



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- II **International Human Resource Planning:** Recruitment, Selection, 7
Executive Nationality Staffing Policies, Global Pressures on Domestic
Recruitment, Issues in Staff Selection Expatriate Selection, Selection
Criteria, Use of Selection Tests, Selecting TCNs and HCNs.
- III **Training and Development of International staff and Multinational** 7
teams, Cross-cultural training –Recent trends; Performance Management-
Factors and appraisal criteria used for international employees;
Compensation - Objectives of International Compensation, Key Components
of a Potential Compensation Program, Approaches to International
Compensation.
- IV **Global Employment Relations:** Global Employment Relations and 7
Employment Laws, Comparative patterns of employee relations structures;
Expatriate Failure-Causes of failure, Repatriation - Repatriation process;
Labor relations – Key issues in international relations – strategic choices
before firms - strategic choices before unions - union tactics – Recent trends.

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Dowling, International Human Resource Management, 2010.
- Indrani Mutsuddi, Managing Human Resources in the Global Context, New Edge International publishers, latest edition, 2015.
- Nilanjan Sengupta, International HRM, Excel Books India, 2007.
- P. Subbarao, International Human Resource Management, HPH, latest edition, 2014.
- Terence Jackson, International HRM: A Cross-Cultural Approach, SAGE, 2002.
- Tony Edwards, Chris rees, International Human Resource Management, Pearson, latest edition, 2009.



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COURSE CODE

MMC HR620

COURSE TITLE

Paper XII

MINI PROJECT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th and Pr)				
				Component	Exam	WT%	Min. Passing %	
-	-	4	2	Pr (100)	FEP	100	40%	40%

Course Description:

The purpose of this mini-project is to become familiar with best practices used in HR and to learn to apply these practices to HR related decision-making. The course is based on an individual/team research work including literature studies according to the study plan. An individual/team study plan will be written by the student(s) under the supervision of course instructor/supervisor which serves as a project description.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop⁶** analytical and presentation skills.

CO.2 **Write⁶** a project report.

DESCRIPTION

Guidelines for Course:

The primary objective of this course is to enable students to understand the latest developments in the field of Business and Management. The course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc.

This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a **self-study course* therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

The students can choose topic/topic based case from the above his/her area of specialization given elective courses, with the approval of course faculty member/guide & academic coordinator. The students are expected to work on the chosen topic in consultation with their course faculty member/guide. Each student will deliver the seminar as per the schedule given by the faculty member/guide. The presentation will be evaluated by course in charge/faculty guide. The project report evaluation is done by Course-in-charge/faculty guide.



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At the end, each student has to submit mini project report duly signed by Head of Department to the Departmental Project Coordinator (DPC).

The final report for this project should be a typed, double-spaced paper. The report should include:

- Introduction: A general overview of the selected topic.
- Research Methodology. The first few paragraphs should discuss the technique used, why that technique was chosen, and details of the procedures involved (e.g., questionnaire and its development, survey methodology, sampling, data tabulation, etc).
- Analysis of the Data & Interpretation. A thorough analysis of the data and results of the research should be presented. Use tables, charts, graphs (whatever is appropriate).
- Findings and Conclusion. A thorough discussion of your conclusions from the data.
- Recommendations: Student can make recommendation based on finding and study report.

Evaluation of a student work will be based on following suggestive factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 15%
- Seminar Delivery/presentation– 25%
- Punctuality and regularity at work – 10%
- Project report – 50%

Departmental Project Coordinator (DPC) should maintain project reports and the evaluation record of students.



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SPECIALIZATION ELECTIVE VI: AGRIBUSINESS MANAGEMENT (AB)

COURSE CODE	COURSE TITLE
MMC AB610	Elective Paper VI AGRICULTURAL FINANCIAL MANAGEMENT (Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	40%
					ESE	50	

Course Outcomes	
<i>At the end of the course the students should be able to:</i>	
CO.1	Understand² farm Management Concepts.
CO.2	Analyze⁴ various cash Flow charts and determine the repayment plan.
CO.3	Understand² the Principles of Micro Finance.
CO.4	Discuss² the role and functions of NABARD.
CO.5	Select⁵ suitable sources for Rural Finance.
CO.6	Compose⁶ appropriate Farm Budgets.

UNIT	CONTENT DESCRIPTION	HOURS
I	Farm Financial Management: Introduction, Meaning, role of credit in production and marketing, economic feasibility test of farm credit proposal methods of processing farm credit proposal. Farm credit analysis,	7
II	Farm Financial Management: Repayment plan, use of farm financial budget, cash flow chart based on farm management, concept of ratio analysis, working capital management and cash budget.	7
III	Micro Finance: Introduction, meaning, evolution and principles of Microfinance, Importance and scope. Introduction of Micro Finance in India, Self Help Group's and its formation in India, Current status and its Delivery mode	7



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- IV **Institutions of Agriculture Finance:** NABARD and its role in rural credit,, 7
Regional Rural Banks, Nationalized bank and rural credit, Commercial
Banks and rural Credit, Co-operative Sector, Kisan Credit Cards success and
failure, MUDRA,
- V **Organization of Rural Credit:** Credit delivery mechanism- multi agency 7
approach, Lead Bank Scheme: service area approach, new strategy for rural
lending; Non- institutional sources, defects of non- institutional sources,
legal provision to control the defects.
- VI **Budgetary Provision o Agri-Business:** Debt waiver and debt relief 7
Agricultural subsidies, Agricultural Indebtedness - Causes and Effects, Crop
Insurance scheme and government policies, Role of Agricultural taxation in
nation building

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- Datt and Sundarm; Indian Economy; S. Chand Publication; 2016.
- Dr. P.K. Shrivastava, Banking Theory and Practice, Himalaya Publishing House, 2013.
- S.K. Misra, V.K. Puri, Indian Economy, Himalaya Publishing House, 2017.
- Singhanian, Direct Taxes, Taxman Publication, 2018.
- V. Neelamegam, Microfinance, Vrinda Publications, 2014.



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COURSE CODE	COURSE TITLE
MMC AB612	Elective Paper VII AGRICULTURE AND INTERNATIONAL TRADE (Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Component	Evaluation Scheme for (Th)		
					Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Outcomes	
<i>At the end of the course the students should be able to:</i>	
CO.1	Understand² the theoretical and applied issues in international trade
CO.2	Examine³ performance of India's agricultural trade.
CO.3	Analyze⁴ various International marketing system with quality and regulatory Standards for agricultural produce.
CO.4	Identify⁴ various Quality Certification.
CO.5	Understand² Global Agri Logistics.
CO.6	Use⁴ ICT in Agri Business.

UNIT	CONTENT DESCRIPTION	HOURS
I	Introduction to International Trade: Meaning, Scope, Theory of comparative cost advantage, Gains from trade; Trade Policies- Tariffs, quotas, subsidies; WTO, Agreement on agriculture (AOA), WTO agreements and Indian Agriculture, Future challenges for WTO.	7
II	Present scenario of agricultural trade: Performance of Indian agricultural trade -Composition, Volume and direction of trade, -Share of agricultural products in total imports and exports of India, -Overview of World agricultural trade, India's share in world trade.	7
III	Agriculture Policies and its Promotion: Agricultural trade policy of India, Foreign Trade Policy from 2004, Agri-Export zones, Vishesh Krishi Upaj Yojana,-Export Promotion measures, Export promotion organizations- APEDA,MPEDA,FIEO, STC, MSAMB.	7



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| IV | Regulatory framework: Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phytosanitary (SPS) measures, ISO 9000, ISO 14000, AGMARK, BIS Certification. | 7 |
| V | International Agri-marketing system :International Agri-marketing channel system, -Global business logistics- Modes of Transport, Sea transport, Containerization, Air transport | 7 |
| VI | Agriculture Exportand Import procedure and documentation, Marine insurance, Aligned Documentation System - Use of ICT in International Agri-marketing. | 6 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- B. Bhattacharya, State of Indian farmer- A Millennium Study in Agricultural Export, Academic Foundation, New Delhi, 2004.
- Brajesh Jha, Indian Agriculture and Multilateral Trading System; Bookwell, New Delhi.
- Dr. Khushpat S. Jain, Export Import Procedures and Documentation, Himalaya Publishing House. 2007
- John Penson, Oral Capps, C Parr Rosson, Introduction to Agricultural Economics, 7e, Prentice Hall.
- Santosh Sachdev, Agricultural Exports of India: Lessons from East Asia, New Century Publication, New Delhi, 2000.



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COURSE CODE

MMC AB614

COURSE TITLE

Elective Paper VIII

AGRIPRENEURSHIP AND PROJECT MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
2	1	-	3	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Outcomes

At the end of the course the students should be able to:

CO.1	Understand² the importance of entrepreneurship development amongst agriculturists
CO.2	Analyze⁴ Agriculture Production Economics.
CO.3	Classify³ between various intutional supports for Agreprenuers.
CO.4	Design⁶ various Agriculture Projects in detail.
CO.5	Discuss² about the Agrotourism concept in detail.
CO.6	Use⁴ ICT in Agribusiness.

UNIT	CONTENT DESCRIPTION	HOURS
I	Introduction to Agriprenurship: Agriprenurship, Entrepreneurship, Meaning, definition, characteristics of successfulAgriprenuer, importance of Agriprenuer for economic development, Concept of agriprenurship. Agriprenurship Qualities and Skills.	7
II	Agri-prenurship development: Meaning, scope, definition and objectives of farm management and its relation with other services, farm management decisions, Agriproduction economics vis-à-vis farm management.	7
III	Institutional management for Agriprenuer: Institutional support for agriprenurship development, education and training to agriprenuers, extension services.	7
IV	Agricultural Projects: Meaning, definition and concept, Types of agricultural projects relating to Food processing industry, green house, poly-house, floriculture, horticulture and sericulture.	7



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|----|---|---|
| V | Agro Tourism: Definition, Scope and Potential of rural territory in terms of agro tourism, The specifics of business in agrotourism, New experiments in agro tourism, Challenges before agro tourism. | 7 |
| VI | Recent Technology in Agri Business Management: Use of ICT in Agro Tourism and Agri business Management. | 7 |

NOTE: Class discussions to be supported by relevant case studies.

REFERENCE BOOKS

- S. Subha Reddy, P Raghu Ram, T.V. Neelakanta Sastry, Agricultural Economics, Oxford and IBH Publishing Co. Pvt. Ltd., 2016.
- S.S. Johl, T.R. Kapur, Fundamentals of farm business management, Kalyani Publishers, 2015.
- S.S. Khanka, Entrepreneurial Development, 1E, S. Chand and Co. Ltd.
- S.Subha Reddy and P Raghu Ram, Agricultural Finance and Management, Oxford and IBH Publishing Co. Pvt. Ltd.; 1996.
- Sharpley and Telfer, Tourism and Development: Concepts and Issues, Bookwell, New Delhi.



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COURSE CODE	COURSE TITLE
MMC AB616	Elective Paper IX
	ICT FOR AGRICULTURE BUSINESS MANAGEMENT
	(Program Elective, School of Management) (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
3	-	-	3	Th (100)	FET	20	40%
					CAT I	15	
					CAT II	15	
					ESE	50	40%

Course Outcomes	
<i>At the end of the course the students should be able to:</i>	
CO.1	Understand² the theory and application of information and communications technology in various fields of agriculture management.
CO.2	Develop⁶ the linkage across various technological fields of agriculture management.
CO.3	Discuss² the opportunities and challenges in ICT for Agriculture.
CO.4	Analyze⁴ various applications of ICT in market access.
CO.5	Identify² the common ICT platforms for financial inclusion services.
CO.6	Understand² the concept of GIS.

UNIT	CONTENT DESCRIPTION	HOURS
I	Introduction to ICT: Basic terminology, Recent history of adoption of ICT in developing countries, Leapfrogging technology – the mobile phone, ICT and its ramifications for rural economies, Introduction to various ICT enabled rural services related to land, education, health, insurance, micro-credit, marketing etc.	7
II	ICT for Production Systems Management: Types of ICT information service, Short-term productivity information services, Crisis management information services, Long-term productivity information services.	7
III	Risk Management Information Services: Common ICT platforms for information services, Collection and analysis, Delivery, Issues and challenges for ICT information services, Advantages of and opportunities for ICT information services.	7



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| IV | ICT for Market Access: Types of market access ICT service, Pricing services , Virtual trading floors, Holistic trading services, Downstream (and upstream) administration, Issues and challenges for market access ICT services, Advantages of and opportunities for market access ICT services. | 7 |
| V | ICT for Financial Inclusion: Types of financial inclusion, ICT services, Transfers and payments, Agricultural credit , Savings for agricultural needs, Insurance, Common ICT platforms for financial inclusion services. | 7 |
| VI | Geographical Information Systems (GIS): Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS. | 7 |

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- A. Bandyopadhyay, Sustainable Agriculture, Bhoovigyan Vikas Foundation, 2005.
- C.P. Lo. A. and K.W Yeung, Concepts and Techniques of Geographic Information Systems, Prentice Hall India Learning Private Limited; 2009.
- C.S.R Prabhu, E- Governance Concepts and case Studies, Prentice Hall of India, 2004.
- Rebecca NthogoLekoko, Ladislaus M. Semali, Cases on Developing Countries and ICT Integration: Rural Community Development, IGI.
- DeMers, M.N., Fundamentals of Geographic Information Systems, 2E, Wiley Press, 1999.
- Burrough P.A. and R.A. McDonald, Principles of Geographical Information Systems, Oxford University Press. 1998.



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COURSE CODE

MMC AB618

COURSE TITLE

Elective Paper X

AGRI SUPPLY CHAIN MANAGEMENT

(Program Elective, School of Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Th)			
				Component	Exam	WT (%)	Min. Passing %
2	-	-	2	Th (100)	FET	20	40%
					CAT II	30	
					ESE	50	40%

Course Outcomes

At the end of the course the students should be able to:

CO.1	Understand² the concepts and processes of agricultural supply chain management
CO.2	Examine² and forecast the demand in supply chain
CO.3	Illustrate³ various inventory management tools.
CO.4	Deconstruct⁴ the elements of logistics.
CO.5	Use⁴ GPS technology in logistics management
CO.6	Use⁴ IT in supply chain management.

CONTENT

UNIT	DESCRIPTION	HOURS
I	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain.	10
II	Procurement Management in Agriculture Supply Chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).	9
III	Logistics and Transportation Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution. Transportation Management:	9



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Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

- IV **Information Technology in SCM:** IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. 9

NOTE: Class discussions to be supported by relevant case studies..

REFERENCE BOOKS

- Altekhar R.V, Supply Chain Management: Concepts and Cases, Prentice Hall of India.
- Van Weele AJ, Purchasing and Supply Chain Management Analysis, Planning and Practice, Vikas Publication House. 2009.
- Monczka R, Trent R and Handfield R, Purchasing and Supply Chain Management, 6E, Cengage Asia.
- C.S.R Prabhu, E- Governance Concepts and case Studies, 2E, Prentice Hall of India.



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COURSE CODE

MMC AB620

COURSE TITLE

Elective Paper VI

MINI PROJECT

(Program Elective, School of Commerce and Management) | (Ver 1.2)

L.	T.	P.	Credits	Evaluation Scheme for (Pr)				
				Component	Exam	WT(%)	Min. Passing %	
-	-	4	2	Pr (100)	FEP	100	40%	40%

Course Description:

The purpose of this mini-project is to become familiar with techniques used in marketing research and to learn to apply these techniques to marketing decision-making. The course is based on an individual/team research work including literature studies according to the study plan. An individual/team study plan will be written by the student(s) under the supervision of course instructor/supervisor which serves as a project description.

Course Outcome(s)

At the end of the course the students should be able to:

CO.1 **Develop**⁶ presentation and analytical skills.

CO.2 **Write**⁶ project report.

DESCRIPTION

Guidelines for Course:

The primary objective of this course is to enable students to understand the latest developments in the field of Business and Management. The course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc.

This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a **self-study course* therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic/case. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation. The students can choose topic/topic based case from the above his/her area of specialization given elective courses, with the approval of course faculty member/guide & academic coordinator. The students are expected to work on the chosen topic in consultation with their course faculty member/guide. Each student will deliver the seminar as per the schedule given by the faculty member/guide. The presentation will be evaluated by course in charge/faculty guide. The project report evaluation is done by Course-in-charge/faculty guide.

At the end, each student has to submit mini project report duly signed by Head of Department to the Departmental Project Coordinator (DPC).



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The final report for this project should be a typed, double-spaced paper. The report should include:

- **Introduction:** A general overview of the selected topic.
- **Research Methodology.** The first few paragraphs should discuss the technique used, why that technique was chosen, and details of the procedures involved (e.g., questionnaire and its development, survey methodology, sampling, data tabulation, etc).
- **Analysis of the Data & Interpretation.** A thorough analysis of the data and results of the research should be presented. Use tables, charts, graphs (whatever is appropriate).
- **Findings and Conclusion.** A thorough discussion of your conclusions from the data.
- **Recommendations:** Student can make recommendation based on finding and study report.

Evaluation of a student work will be based on following suggestive factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 15%
- Seminar Delivery/presentation– 25%
- Punctuality and regularity at work – 10%
- Project report – 50%

Departmental Project Coordinator (DPC) should maintain project reports and the evaluation record of students.



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