



Re-Accredited B++ 2.86 CGPA by NAAC

VEER NARMAD SOUTH GUJARAT UNIVERSITY
University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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-: પરિપત્ર :-

વાણિજ્ય વિદ્યાશાખા હેઠળની સંલગ્ન તમામ કોમર્સ કોલેજોનાં આચાર્યશ્રીઓને જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૪-૨૫ થી અમલમાં આવનાર અનુસ્નાતક અભ્યાસક્રમ Master of Management Studies (MMS) Sem.-3 નો અભ્યાસક્રમ બી.બી.એ.વિષયની નિયુક્ત એડહોક અભ્યાસ સમિતિની તા.૧૮/૦૬/૨૦૨૪ ની સભાના ઠરાવ ક્રમાંક :૦૨ અન્વયે મંજૂર કરી વાણિજ્ય વિદ્યાશાખાને કરેલ ભલામણ વાણિજ્ય વિદ્યાશાખાના અધ્યક્ષશ્રીએ વાણિજ્ય વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વાણિજ્ય વિદ્યાશાખાવતી વાણિજ્ય વિદ્યાશાખાના અધર ધેન ડીનશ્રીએ મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ એકેડેમિક કાઉન્સિલની તા.૦૧/૦૩/૨૦૨૪ની સભા ના ઠરાવ ક્રમાંક:૧૦૪ અન્વયે માન.કુલપતિશ્રીને આપેલ સત્તા અંતર્ગત ઈ.ચા.માનનીય કુલપતિશ્રી દ્વારા મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

ક્રમાંક : એસ./પરિપત્ર/MMS-Syllabus/૧૨૮૬૪/૨૦૨૪
તા.૨૫-૦૬-૨૦૨૪

W. J. S.
કુલસચિવ

પ્રતિ,

- ૧) વાણિજ્ય વિદ્યાશાખા હેઠળની સંલગ્ન તમામ કોલેજોનાં આચાર્યશ્રીઓ.
.....આપશ્રીની કોલેજના સંબંધિત શિક્ષકો/વિદ્યાર્થીઓને જાણ કરી અમલ કરવા સારું.
- ૨) અધરધેન ડીનશ્રી, વાણિજ્ય વિદ્યાશાખા.
- ૩) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
- ૪) પીજી વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

.....તરફ જાણ તેમજ અમલ સારું.

MASTER OF MANAGEMENT STUDIES
SEMESTER 3
(CORE COMPULSORY COURSES)

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Summer Internship Project	Semester	3
Credits	4 (Core Compulsory)	Contact Hours	- - -

SUMMER INTERNSHIP PROJECT GUIDELINES

(With Effect from A.Y. 2024-25)

What is Summer Training Report?

A student enrolled in Semester 3 of MMS program shall have to undergo Summer Training of not lesser than 6 weeks in a company of their own choice. A student will have to source a company and then he/she shall have to undergo a departmental study specially in his/her chosen specialization. By enrolling himself/herself into those company for stipulated time, a student needs to study the department of chosen specialization and then preparing comprehensive report using various tools of data collection viz. survey, group discussion, employee feedback, structured questionnaire, and any other tool of social science research.

Why Summer Training Report?

A student enrolled in Master of Management Studies (MMS) program of Veer Narmad South Gujarat University must undergo Summer Internship by enrolling himself/herself in any organization of his/her choice either individually. Undertaking training in institutional setup gives professional touch and learning of real-world operations to the students. An attempt is made here to bridge the gap between Academia and Industry. Moreover, students may do research in the company concerned and, they would perform the duties assigned by the organisation.

When to prepare Summer Report?

Summer Report is supposed to be prepared after the completion of Semester-2 during their Summer Vacation. This will be equivalent to One Subject of Semester 3 and evaluation of this report shall be the part of their SGPA that will be reflected in their marksheets of Semester 3.

R.S.I.P.1: Each student should undergo a summer training and prepare the said report.

R.S.I.P.2: Student will choose the sector of his/her own choice and will pick the companies belonging to that sector and will study overall working of the department of their chosen/preferred specialization for Semester 3 in that company. Moreover, student shall have to undergo a research exercise as well using various data collection techniques like



Survey, Questionnaire, Experimentation, Focus Group Discussion, Observation and any other such technique(s).

R.S.I.P.3: College should allocate faculties for each student to guide them in the whole process.

R.S.I.P.4: This study will purely be '**Sectoral cum Research Study**' by nature wherein students will learn functioning of the companies by studying departments like Production, Operations, marketing, finance, accounting, sales, personnel, HR, Health, Safety, Quality Assurance, and others in that sector and justifying the report outcomes by means of research.

R.S.I.P.5: At the end of Summer Training, he/she will have to prepare and submit HardCopy of Report to the college. Without Hard Copy of the Report, study would be considered in complete and student will not get credit for the same and will be considered 'FAIL' in 'Summer Internship Project' head of Third Semester of MMS program.

Credit Rules

R.S.I.P.6: If a student fails to prepare required report, he/she will be considered "FAIL" in the said subject.

R.S.I.P.7: In case a student fails to prepare summer report and/or appear for viva during Semester 3, and he/she is declared fail in the said subject, college can instruct such students to prepare this report during Semester 4 (with a condition to submit the hard copy and appearing in viva) and can earn the credit in the marksheet of Semester 3 by filling the examination form as ATKT student.

R.S.I.P.8: Summer report shall be prepared only by those students who have got their term granted in Semester 3. Student who got their form withdrawn in Semester 2, shall not be allowed to prepare Summer Report.

R.S.I.P.9: If a student gets his/her form withdrawn in Semester 3 and student had already completed Summer Report during Semester 3, in such circumstance, he/she will be allowed to use the completed report to claim the credit of 'Summer Internship Project' as and when he/she gets the term granted in Semester 3.

R.S.I.P.10: An individual student shall have to give VIVA VOCE Exam before the committee/panel. A panel consists of the faculty members of the college concerned or outside the college if college authority wishes to call panel outside. College must maintain full confidentiality during the whole evaluation process.

R.S.I.P.11: Internal Marks of Summer Internship Project should be put in the university ERP system in the Head of Summer Internship Project at the time of putting internal marks of Semester 3.

R.S.I.P.12: If a student does not prepare summer report, he / she will not be entitled for the credit of 'Summer Internship Project' of Semester 3.



R.S.I.P.13:Plagiarism policy: All the projects prepared by the students shall be audited for Plagiarism, and if similarity content appeared above stipulated limit prescribed by the University, project shall be sent back to the students for removing plagiarized content.

Evaluation Pattern for Summer Training Report

Course Type	Semester	Course Title	Credit	Internal Evaluation	University Evaluation
Core	Third	Summer Training Report	4	30 Marks (VIVA cum Presentation & continuous evaluation parameters)	70 Marks (Report Preparation coupled with VIVA)



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	International Business Environment	Semester	3
Credits	4 (Core Compulsory)	Contact Hours	45

Learning Outcomes:

LO1	To familiarize the students with the concepts, functions, and practices of international business.
LO2	To enable them get global perspective on issues related to business.
LO3	To get the students acquainted with the present economic environment in India and abroad.
LO4	To enable the students, understand the various issues involved in the macro management of the economy

Course Contents

Module	Content	Weightage	Contact Hours
1	An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.	20%	9
2	International Trade and Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler –Samuelson theorem, International Product life Cycles. Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy	20%	9
3	Global Trading Environment Free Trade Verses Protection, Liberalization of World Trade. FDI and their Impact on the Economy, PESTLE Factor- (Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multination's; Technology Transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries, Social Factor).	20%	9

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4	Socio-cultural environment Significance, Religion, Language, Education, Aesthetics, Attitudes, Culture (Hofstede's 5 Dimensions Theory), Cross cultural literacy, Managing Diversity, Strategy, Compatibility, Social Responsibility of Business.	20%	9
5	Foreign Trade and International Institutions Balance of payments, Role of Foreign Trade & Policy, Role of Foreign Capital & Policy, Exchange Rate Policy and Exchange Controls, Regional Integration: EU, etc. World Trade Organization, World Bank, IMF, etc, Other Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN, and India	20%	9

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	International Business	Francis Cherunillam	Himalaya Publications
2	International Business – Competing in the global marketplace Sixth edition	Hill C., Jain A., (2009)	Tata McGraw Hill, New Delhi
3	International Business	K. Aswathappa	Tata Mc-Graw Hill Publishing Company Ltd., New Delhi
4	International Business Environment, The Text and Cases	Sundaram & Black	Prentice Hall of India
5	International Business Environment and Business	Bhall, V.K. and S. Shivaramu	New Delhi, Anmol

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Entrepreneurship Development	Semester	3
Credits	4 (Core Compulsory)	Contact Hours	45

Learning Outcomes:

LO1	Understand the principles and theories of entrepreneurship.
LO2	Develop skills for opportunity recognition and evaluation amongst students. Market research and feasibility of the new business idea can help in identifying various opportunities
LO3	Gain practical experience by making students develop a business plan, check with investors potential and engage in entrepreneurial activities.
LO4	Teach with case study methodology, class participation and presentations.

Course Contents

Module	Content	Weightage	Contact Hours
Unit 1:	Evolution of Entrepreneurship <ul style="list-style-type: none">• Definition and evolution of entrepreneurship• Define entrepreneurship, entrepreneur, and enterprise.• Role of entrepreneurship in economic development• Entrepreneurial mindset and characteristics.• Opportunities and challenges faced by entrepreneur.	20%	12
Unit 2:	Opportunity and managing growth <ul style="list-style-type: none">• Market research and opportunity recognition• Feasibility analysis and business planning• Financial management for entrepreneurs• Marketing strategies for startups• Operations management and supply chain considerations• Managing growth and scaling up	25%	08
Unit 3:	Innovation and Collaboration <ul style="list-style-type: none">• Intrapreneurship and corporate innovation• Difference between entrepreneurship and intrapreneurship• Social media marketing for startups• Ethical and sustainable entrepreneurship	15%	12

Unit 4:	Understanding Entrepreneurship in India <ul style="list-style-type: none"> • Historical overview of entrepreneurship in India • Cultural and societal influences on entrepreneurship • Government policies and schemes for promoting entrepreneurship in India. • Legal and regulatory framework for Indian Startups 	20%	08
Unit 5:	Entrepreneurship Ecosystem in India <ul style="list-style-type: none"> • The Indian Entrepreneurship Ecosystem: Incubators, Accelerators and Support organisations • Building networks and partnerships in Indian startup ecosystem • Challenges and opportunities for women and social entrepreneurs in India • Future Trends and opportunities in Indian Entrepreneurship. 	20%	05

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Entrepreneurship Development	C.B.Gupta	Ramesh Publishing House
2	Entrepreneurship Development and Small business enterprises	Poornima M. Charantimath	Pearson Education India
3	Entrepreneurship Development	N. V. R. Naidu	S. Chand Publishing
4	Entrepreneurship Development	S. S. Khanka	S. Chand Publishing

MASTER OF MANAGEMENT STUDIES
SEMESTER 3
(MARKETING SPECIALISATION)



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Consumer Behaviour	Semester	3
Credits	04 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	The course deals with the behavioural aspects of marketing management
LO2	It explains the impact of social, cultural, and psychological factors on consumer behaviour
LO3	The course will enable students to develop marketing strategies that are consumer based and create and enhance customer value.
LO4	The course will help students to develop an ability to unlock the mind which shapes the needs, motives, personality, perception and attitude in shaping buying behaviour

Course Contents

Module	Content	Weightage	Contact Hours
1	Introduction to Consumer as a decision maker:		
	<ul style="list-style-type: none"> Consumer behaviour: Definition & Concept, Major influencers on consumer behaviour, Consumer's impact on marketing strategy, Consumer decision making process, The Howard- Sheth Input-Output model of buyer behaviour, Family Decision Making Model 	25%	10
2	Ethnic, religious and group influences and psychological factors affecting consumer behaviour:	25%	12
	<ul style="list-style-type: none"> Ethnic subcultures and consumer identity; Religious subcultures; Reference groups; Consumer-related reference groups. Self-image & personality, personal values, lifestyles, psychographics, and relationships. 		
3	Memory, Learning, perception, Motivation & Involvement Attitude :	20%	11
	<ul style="list-style-type: none"> Sources, functions, theories & models of the concepts. Sociological influence on consumer decision making: <ul style="list-style-type: none"> Cultural & sub cultural influence, social class & 		



	reference group influence of family.		
4	Research in consumer behaviour:	30%	12
	<ul style="list-style-type: none"> • Consumer research strategies, methods of gathering consumer information, measuring consumer characteristics • The basic principle of B2B, buyer decisions, service buying, e- buying, retail buying, global buying decisions 		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Consumer Behavior: Building Marketing Strategy (12e)	Delbert I Hawkins, David L Mothersbaugh, Roger J Best	McGraw-Hill Higher Education (2012)
2	Consumer Behaviour (9e)	Leon. G Schiffman, Lezlie Lazar Kanuk	Pearson
3	Consumer Behaviour	Batra & Kazmi	Excel books
4	Consumer Behaviour and marketing research	Nair	Himalaya Publication

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Sales & Distribution Management	Semester	3
Credits	4 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	To comprehend the information related to understanding of sales and distribution process in organizations
LO2	To explore evaluation techniques in sales performance and trends in sales and distribution management.
LO3	To develop framework for decision making keeping customers as primary focus.
LO4	To analyze various market analysis methods and selling concepts

Course Content

Module	Content	Weightage	Contact Hours
1	Sales management and marketing strategy: <ul style="list-style-type: none"> Objectives of sale management, Theories of selling, Prospecting, Types of personal selling objectives, Analyzing market potential, Sales potential, Sales forecasting methods, Pricing policies. 	25%	12
2	Organising the sales effort: <ul style="list-style-type: none"> Functions of sales executive, need of sales training, Deciding the training content, Training methods, need for sales personnel motivation, devising a sales compensation plan, types of compensation plans 	25%	12
3	Controlling the sales effort: <ul style="list-style-type: none"> Purpose of sales budget, budgetary procedure, Sales target, sales forecast, sales territory, sales analysis and audit. 	20%	08
4	Distribution management: <ul style="list-style-type: none"> Designing marketing channels, channel intensity, selecting channel partners, objectives and methods of manufacturer- channel partners' cooperation. 	20%	07
5	International sales and channel management: <ul style="list-style-type: none"> International marketing, international orientations, elements of logistics management, supply chain 	10%	06

	management, designing channel information system, elements, and stages of channel information system.		
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Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Sales and distribution management	Richard R. Still, Edward W. Cundiff Norman A.P. Govoni Sandeep Puri	Pearson, 2017
2	Management of sales force	Stanton William J Spiro Rosanne	Irwin McGraw Hill, 1999
3	Sales management: Concepts, practices and cases	Eugene M Johnson, David L Kurtz, Bernhard E Schening	McGraw Hill, 2000

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Brand Management	Semester	3
Credits	04 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	The course deals with the brand management aspects of marketing management
LO2	It would help students to understand concepts of CBBE model and Brand equity
LO3	The course will enable students to develop branding strategies
LO4	The course will help students to develop an insight about various established brands and managerial approaches.

Course Contents

Module	Content	Weightage	Contact Hours
1	Introduction to Brand Management	15%	08
	<ul style="list-style-type: none"> Meaning, Definition of Brand and Brand Management, Why Brand Matters, what can be branded, Process of Strategic Brand Management, Challenges & Opportunities of Branding 		
2	Brand Equity Models and Positioning	25%	12
	<ul style="list-style-type: none"> Brand Equity Models (BAV, CBBE), Sources of Brand Equity & Building Strong Brands Identifying and Establishing Brand Positioning, Positioning Guidelines, Concept of Repositioning 		
3	Brand Equity	25%	12
	<ul style="list-style-type: none"> Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements, leveraging secondary brand associations to build brand equity, Sources of Secondary Brand Associations 		
4	Measuring & Interpreting Brand Performance	15%	08
	<ul style="list-style-type: none"> Brand Audits, Designing Brand Tracking Studies, Brand Valuation – Interbrand Model Branding Strategies: Brand Architecture, Brand 		

	Portfolio, Brand Hierarchy, Brand Extension		
5	Managing Brands Over Time	20%	05
	<ul style="list-style-type: none"> Brand Revitalization, Reinforcing Brands, Adjustments to the brand portfolio 		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Strategic Brand Management	Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob	Pearson
2	Product and Brand Management	Tapan Panda	Oxford University Press
3	Building Strong Brands	David Aaker	DIANE Publishing Company

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Retail Marketing	Semester	3
Credits	4 (Minor Elective)	Contact Hours	45

Learning Outcomes:

LO1	To understand the concept, process and management of retail business
LO2	To develop an understanding of the retail strategy and planning process
LO3	To have an understanding of merchandise process
LO4	To examine the important issues facing Retailer

Course Content

Module	Content	Weightage	Contact Hours
1	Retail Theory & Practices <ul style="list-style-type: none"> Nature, Scope, History, Retail Institutions. Types, Retail Management Process Ethical Issues in Retailing Job Opportunities in Retail Industry Personality Traits of Retailers, Retail Entrepreneur 	20%	6
2	Retail Marketing Strategy <ul style="list-style-type: none"> Introduction, Building Retail Brand Introduction, Building Retail Brand, Sales Enhancement Strategies, Business Intelligence, Customer Service, Pricing Strategy, Merchandise Management, 	25%	12
3	Retail Organization & Functional Management <ul style="list-style-type: none"> Introduction, Classification of Retail Organization, Franchising, Relationship in Retailing, Customer relationship Management Store Planning: Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management, setting up Stores before Opening, Working with Floor Plans and Store Requirements. 	30%	15



4	Retail advertising and promotion <ul style="list-style-type: none"> • Introduction, Retail advertising • Social Media / Digital Advertising • Promotion mix for Retail industry 	25%	12
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Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Retail Management	Agarwal, Bansal, Yadav, Kuma	Pragati Prakashan , Meerut
2	Managing Retailing	Sinha, Uniyal	Oxford University Press, Delhi
3	Retailing Management -Text and Cases	Pradhan Swapna	Tata Mc Graw Hill
4	Retail Management- A Strategic Management Approach	Berman Berry, Evans J.R	Pearson Education, New York

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Negotiation and Selling Skills	Semester	3
Credits	4 (Minor Elective)	Contact Hours	45

Learning Outcomes:

LO1	Understanding key principles of negotiation and selling, which does develop effective communication skills for negotiation and selling.
LO2	Learning strategies for building trust with clients and techniques on how to handle objections and closing sales.
LO3	Gain confidence in negotiation and selling. Also enhancing problem solving skills for conflict resolution in negotiations.
LO4	Apply negotiation and selling concepts to real-world scenarios through case studies and role-plays.

Course Content

Module	Content	Weightage	Contact Hours
1	Introduction to Negotiation <ul style="list-style-type: none"> • Definition of negotiation and its importance • Key concepts and principles of negotiation • Ethical consideration in negotiation • Different approaches to negotiation 	15%	08
2	Negotiation strategies and planning <ul style="list-style-type: none"> • Planning and preparation for negotiation • Effective communication and listening skills in negotiation • Handling difficult situations and negotiation deadlocks • Various models of negotiation – Win-Win negotiation model, BATNA, ZOPA. 	25%	12
3	Introduction to Selling <ul style="list-style-type: none"> • Definition of selling and its importance • Principles and key concepts of selling • Ethical consideration in selling • Understanding sales planning and prospecting 	15%	08
4	Selling Process and techniques <ul style="list-style-type: none"> • Customer Relationship Management (CRM) • Sales planning and prospecting 	25%	12

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	<ul style="list-style-type: none"> • Key account management • Models of selling – SPIN selling, AIDA, The Challenger sale, Solution selling 		
5	Advanced Topics in negotiation and selling <ul style="list-style-type: none"> • Negotiation in Global and Cross-cultural contexts • Negotiation and selling in Digital and e-commerce environments • Managing sales teams and performance. • Negotiation and selling for conflict resolution • Negotiation and selling for Long-term relationships and customer loyalty. 	20%	05

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Negotiation and conflict management: Cases on Indian Business Environment	Prabir Kumar Bandyopadhyay and Dhruba Kumar Gautam	Springer
2	Sales and Distribution Management	Tapan K. Panda	Oxford University Press
3	Negotiation: Indian perspective	Neeru Vasishth and Kirti Sharma	Excel Books
4	SPIN Selling	Neil Rackham	McGraw Hill Education
5	Getting to Yes: Negotiation Agreement without giving in	Roger Fisher, William Ury and Bruce Patton	Penguin books

CB.

MASTER OF MANAGEMENT STUDIES
SEMESTER 3
(FINANCE SPECIALISATION)



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Corporate Valuation & Mergers and Acquisitions	Semester	3
Credits	4 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	Student shall be able to classify the different forms of mergers & corporate restructuring.
LO2	Student shall be able to understand the role of mergers and acquisitions in firm's strategy.
LO3	Student shall be able to value how, when and what valuation techniques are to be applied to determine optimum swap ratio.
LO4	Student shall be able to be able to apply common frameworks and tools related to mergers and acquisitions.

Course Content

Module	Content	Weightage	Contact Hours
1	An Introduction to Mergers & Acquisitions <ul style="list-style-type: none"> • Introduction • Meaning of Merger, amalgamation, acquisition, takeover • Types of Mergers, Concept of reverse merger • Motives and Benefits of Mergers and Acquisitions • Reasons for failure of Mergers & Acquisitions 	30%	15
2	Corporate Restructuring <ul style="list-style-type: none"> • Introduction • Corporate Restructuring –Meaning, types • Causes of Corporate Restructuring • Barriers of Restructuring • Key elements of Restructuring Process and Strategies for restructuring 	25%	12
3	Takeovers <ul style="list-style-type: none"> • Introduction • Forms of Takeover, Takeover Defenses • Benefits and disadvantages of Takeovers • Buyback of Shares and its process 	25%	12
4	Corporate Restructuring Strategies	20%	6



	<ul style="list-style-type: none"> • Formulating Strategies for Mergers & Acquisitions • Cross-border acquisitions – Needs, Benefits, and difficulties in Cross Border Acquisitions • Strategic alliances as an alternative to Mergers & Acquisitions 		
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Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Not All M&As Are Alike - and That Matters.	Bower, J. L.	Harvard Business Review 79, no. 3 (March 2001): 92–101.
2	Mergers, Acquisitions, and Other Restructuring Activities.	DePamphilis, Donald	8th Edition. Elsevier: Chapter 5, 2016
3	“What Is M&A Performance?”	Zollo, Maurizio, and Degenhard Meier	The Academy of Management Perspectives 22, no. 3 (2008): 55–77

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Security Analysis and Portfolio Management	Semester	3
Credits	4 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	Comprehensive Understanding of Financial Markets and Instruments
LO2	Proficiency in Security Analysis Techniques
LO3	Application of Modern Portfolio Theory Principles
LO4	Portfolio Management and Performance Evaluation Skills

Course Content

Module	Content	Weightage	Contact Hours
1	Introduction to Financial Markets and Instruments <ul style="list-style-type: none">• Overview of Financial Markets• Classification of Financial Markets• Functions of Financial Markets• Types of Securities	15%	5
2	Fundamental Analysis <ul style="list-style-type: none">• Understanding Financial Statements• Balance Sheet Analysis• Financial Ratio Analysis	25%	12
3	Technical Analysis <ul style="list-style-type: none">• Introduction to Technical Analysis• Chart Patterns• Technical Indicators• Dow Theory and Elliot Wave Principle	20%	8
4	Modern Portfolio Theory <ul style="list-style-type: none">• Efficient Market Hypothesis• Implications for Portfolio Management• Capital Asset Pricing Model (CAPM)• Calculation and Applications of CAPM	25%	12



5	Portfolio Management Strategies and Evaluation <ul style="list-style-type: none"> • Portfolio Construction and Diversification • Asset Allocation Strategies • Performance Evaluation and Monitoring • Portfolio Rebalancing Techniques 	15%	8
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Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Security Analysis & Portfolio Management	S Kevin	PHI
2	Investment analysis and portfolio management	P Chandra	McGraw Hill
3	Security Analysis & Portfolio Management	Donald Fisher	Pearson
4	Portfolio Selection: Efficient Diversification of Investments	Harry M. Markowitz	Wiley

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Derivatives and Risk Management	Semester	3
Credits	4 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	To provide basic understanding of derivative market
LO2	To get detailed knowledge about Forward and Future contract.
LO3	To learn different derivative strategies and apply it in real market.
LO4	To develop analytical skills around financial derivative so that students can manage the risk

Course Content

Module	Content	Weightage	Contact Hours
1	Introduction to Derivatives: <ul style="list-style-type: none">• Concept of derivatives, definitions, purposes, and criticisms;• Derivative markets; past and present; exchange traded and OTC derivatives;• Derivative market participants: hedgers, arbitrageurs, and speculators.• Functions performed by Derivative Market	20%	9
2	Forward and Future Contract: <ul style="list-style-type: none">• Difference between forward and futures contracts;• Determination of forward and futures prices.;• Mechanics of option markets, underlying assets, and trading strategies	20%	9
3	Options Contract and Trading Strategies: <ul style="list-style-type: none">• Characteristics of options contracts: Call options; put options; American V/s European; Physical delivery v/s cash settled• Option Trading Strategies: Hedging using call and put options; Hedging with writing call and put options; Spread and combinations;	20%	9



	<ul style="list-style-type: none"> Option Pricing Models: Binomial Model and Black - Scholes Model 		
4.	Swaps and Credit Derivatives: <ul style="list-style-type: none"> Concept, characteristics and definition, types of swaps, swaption, credit risk and swaps, strategies, and applications of swaps. Credit default swaps, total return swaps, credit spread options, and collateralized debt obligations. 	20%	9
5.	Risk Management: <ul style="list-style-type: none"> Management of Market Risk Management of Credit Risk Management of Operational Risk 	20%	9

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Options, Futures and Other Derivatives	John C. Hull	Pearson
2	Future and Options	Vohra N D & B R Bagri	Tata McGraw hill
3	Financial Risk Management	Frank J Fabozzi	John Wiley and Sons
4	Derivatives & Risk Management	Srivastava R	Oxford University

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Banking and Financial Services Institutions	Semester	3
Credits	04	Contact Hours	45

Learning Outcomes:

LO1	To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
LO2	To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
LO3	To understand the various financial services and their future
LO4	To determine the most suitable financial service, given the situations and contingencies

Course Content

Module	Content	Weightage	Contact Hours
1	Banking Systems Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.	25%	12
2	Central Banking System Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.	25%	10
3	Financial Institutions Industrial and Agricultural Banking System –All Indian Development Banks – Investment Institutions - State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions	25%	12



4	Mutual Funds Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines.	25%	45
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Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Indian Financial System	M.Y. Khan	Tata McGraw Hill
2	Financial Markets and Institutions	Jeff Madura	Cengage Learning
3	Financial Services	M.Y. Khan	Tata McGraw Hill
4	Merchant Banking and Financial Services	Gurusamy	Tata McGraw Hill

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Mutual Funds	Semester	3
Credits	4 (Minor Elective)	Contact Hours	45

Learning Outcomes:

LO1	Know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features.
LO2	Understand the channels for mutual funds distribution.
LO3	To provide a comprehensive understanding of mutual funds as investment vehicles, equipping students with the skills to analyze and evaluate various fund types and make effective investment decisions aligned with individual financial goals and risk tolerance.
LO4	Understand the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.

Course Content

Module	Content	Weightage	Contact Hours
1	Concept and Role of a Mutual Fund	25%	10
	<ul style="list-style-type: none">• Concept, Function, and role of a mutual fund, Advantages and limitations of a mutual fund		
	<ul style="list-style-type: none">• International funds, Fund of Funds, Exchange Traded Funds (ETF)		
2	Mutual Fund Products and Features	25%	10
	<ul style="list-style-type: none">• Open-ended and Close ended, Equity Funds, Index Fund, Diversified large-scale funds, Midcap funds, Sectoral funds, Active, Passive and Debt Funds, AI and Quant Based Funds		
	<ul style="list-style-type: none">• NAV, Expenses Ratio, Portfolio turnover		
3	Fund Structure and Constituents, Legal & Regulatory Environment	25%	10
	<ul style="list-style-type: none">• Role of the sponsor, trustee, and Asset Management Company (AMC) and related regulations		
	<ul style="list-style-type: none">• Role of other fund constituents and related regulations		

	<ul style="list-style-type: none"> • Role & Functions of regulators in India-SEBI, SRO, AMFI, AMFI Code of Ethics 		
	<ul style="list-style-type: none"> • Investment restrictions and related regulations, Investor rights and obligations 		
4	Accounting, Valuation and Taxation, Investor Services	25%	15
	<ul style="list-style-type: none"> • Computation of net assets and NAV-Announcement & Factors affecting NAV 		
	<ul style="list-style-type: none"> • Pricing of transactions in a mutual fund 		
	<ul style="list-style-type: none"> • Valuation process carried out by mutual funds 		
	<ul style="list-style-type: none"> • KYC requirements & Demat Account concept 		
	<ul style="list-style-type: none"> • Setting off gains and losses under Income Tax Act 		
	<ul style="list-style-type: none"> • Process related to fresh, additional purchase and redemption in a mutual fund 		
	<ul style="list-style-type: none"> • Processes related to systematic investment, systematic withdrawals, and transfers 		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Taxmann's Mutual Fund Distributors	National Institute of Securities Markets	An Educational Initiative of SEBI
2	Indian Mutual Funds Handbook 5th Edition	Sundar Sankaran	Vision Books
3	The Mutual Fund Industry: Competition and Investor Welfare	R. Glenn Hubbard (Author), Michael Koehn (Author), Stanley Ornstein (Author), Marc Van Audenrode (Author) Format: Kindle Edition	Columbia Business School Publishing

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Banking and Financial Services Institutions	Semester	3
Credits	04	Contact Hours	45

Learning Outcomes:

LO1	To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
LO2	To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector.
LO3	To understand the various financial services and their future.
LO4	To determine the most suitable financial service, given the situations and contingencies.

Course Content

Module	Content	Weightage	Contact Hours
1	Banking Systems Definitions – Functions – Types – Central Banking – Structure of Banking System – Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.	25%	10
2	Central Banking System Nature – Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market – Banking Legislations in India.	25%	10
3	Financial Institutions Definition, Types, Role in economic development – All Indian Development Banks – Objectives, Functions, IFCI, SIDBI, NABARD, NHB, EXIM – State Level Institutions – SIDC, SFCs – Objectives, Function – International Finance Institutions – IBRD, IFC, IDA – Micro Financing Institutions.	30%	15

4	Non-banking Financial Companies (NBFCs) Concept, Guidelines, Growth, – Difference between Bank and NBFC – Types of NBFCs registered with RBI, NHB, MCA, IRDA, SEBI – Merchant banking companies, Venture Capital Fund companies,	20%	10
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Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Indian Financial System	M.Y. Khan	Tata McGraw Hill
2	Financial Markets and Institutions	Jeff Madura	CenGage Learning
3	Financial Services	M.Y. Khan	Tata McGraw Hill
4	Merchant Banking and Financial Services	Gurusamy	Tata McGraw Hill

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Compensation & Benefits	Semester	3
Credits	4	Contact Hours	45

Learning Outcomes:

LO1	To develop comprehensive understanding amongst the students for Compensation and Benefits Management in Human Resource Practice.
LO2	To integrate performance management systems with compensation practices, ensuring that pay is tied to individual and organizational performance goals.
LO3	To guide with the role of Executive Board in Compensation decision making of the organization.
LO4	To get the students well - equipped to navigate the complexities of compensation and benefits management and make informed decisions that contribute to organizational success and employee well-being.

Course Content

Module	Content	Weightage	Contact Hours
1	Introduction and concepts of Compensation: Objectives, Design Principles of Executive Pay, Philosophy. Latest trends in compensation, Concern areas, Risk, Management. Counter measures for Risk: Deferred compensation plans. Board Compensation, Shares, Vesting terms, Performance based equity plans, ownership guidelines, Corporate Governance, Transparency with shareholders, Executive Compensation, Strategy, ,Performance Based plans. Conceptual Issues, Compensation Risk, Compensation Time Horizon.	30%	15
2	Regulation of Executive Compensation: Shareholder rights and Directors obligations, Compensation Discussion and Analysis. Executive Employment Agreements: Formats, Clauses and Law. Major challenges of the compensation committee and related regulations. Customizing Compensation System. Various Pay systems for Work life effectiveness and Total rewards strategy, Compensation and Motivation, Expatriate Compensation	25%	15

	practices, Global compensation processes.		
3	Key elements of Performance Management Process: Pay for performance, position, competence and failure, CEO Evaluation process: timing, delivery of evaluation, feedback. Developing Evaluation Criteria, Executive Performance Measures	25%	08
4	Forced Ranking: Forced Distribution and Compensations. Balanced Scorecard and Compensation, Performance Metrics and Compensation, Work force productivity and ROI.	20%	07

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Compensation & Reward Management	Biswanath Ghosh	Sterling Publishers (UK), 2012.
2	Human Resource Management	Gupta C.B	Sultan Chand & Sons
3	Wage and salary administration in India	H.L.Kumar	S. Chand & Company



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Competency Based HRM and Performance Management	Semester	3
Credits	4	Contact Hours	45

Learning Outcomes:

LO1	Understand the fundamental concepts and understanding of results, measurement criteria, objectives and performance levels expected of jobs
LO2	Ability to identify and map competencies relevant to organizational roles.
LO3	To enable the students to understand the importance of the need to have accurate, objective and timely feedback to maximize employee performance; how to reinforce continuous improvement and teamwork which will motivate constructive behavior;
LO4	Develop skills in conducting competency-based performance appraisals to assess employee performance accurately and manage each step of the performance cycle.

Course Content

Module	Content	Weightage	Contact Hours
1.	Competency Mapping and Performance Management: Introduction, definition, importance and types of competency, competency identification and mapping. Competency based performance evaluation and criteria, tools and techniques of competency assessment, performance feedback and goal setting, The steps in The Performance Management Cycle, Elements of a Performance Management System, Components of a Performance-Focused Culture	35%	25
2.	Performance Planning: Understand performance-planning meeting, Creating performance goals, Why Performance Measures; Why use KPIs; Why Not Measure Everything; KPIs versus Metrics, How to measure support service, How to Know What to Measure	25%	10
3.	Appraising Employee's Performance Understanding the performance appraisal process, Three	20%	10



	Types of Appraisal Interviews, Gather appraisal materials Understanding self-evaluation, Gathering feedback and writing the performance appraisal, Prepare for an appraisal discussion, Identifying steps to lead an effective appraisal discussion, Respond to and resolve conflict Identifying guidelines to improve listening skills, Reviewing highly emotional employees, Common challenges of performance appraisal.		
4.	Performance Improvements: What People Performance Potential Model says, Plan performance improvements, Handling performance problems, Contributing factors to poor performance, Conducting a meeting, Maintaining documentation, Ongoing communication, Progressive Discipline and Counseling.	20%	10

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Performance Management: Toward Organizational Excellence (2e)	T V Rao	SAGE Response (2015).
2	Personnel and Human Resource Management	P. Subba Rao	Himalaya Publishing House

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Advanced Human Resource Management	Semester	3
Credits	04	Contact Hours	45

Learning Outcomes:

LO1	The course will develop necessary skills for application of various HR issues
LO2	The objective of this course is to develop the perspectives of strategic human resources management and to understand the relationship of HR strategy with the overall strategy.
LO3	The course will enable students to plan human resource and implement techniques of job design
LO4	The course will help students to develop an ability to handle employee issues and evaluate the new trends in HRM.

Course Content

Module	Content	Weightage	Contact Hours
1	Strategic Human resource management		
	Strategic Human Resource Management – Concept, Definition, Need and Importance, Difference between traditional HRM and SHRM, Levels of Strategy & Strategic Planning, Steps involved, Developing HRM Plan, Benefits and barriers of SHRM.	25%	10
2	Human Aspects of Strategy Implementation	25%	12
	Recruitment and Retention Strategies – Introduction, Online Recruitments, Outsourcing Recruitments, Headhunting, Assessment Centers, Employee Retention Challenges, Methods of Retention, Retrenchment Strategies – Introduction, Impact, Retrenchment and Redundancy. Downsizing, Employee Leasing		
3	International HRM	20%	08
	Concept of International HRM, why is it needed, -Reasons for the Emergence of IHRM., Cultural Dimensions, Cross –cultural Adjustments and functioning.		

4	Recent trends in HRM	30%	15
	E-HRM and various aspects (E-Job design, E-recruitment, E-selection, E-performance, Appraisal, e-training and development), HR accounting (Meaning, objectives, Advantages and disadvantages), HR audit (Meaning, objectives, scope and process), Emotional intelligence (Concept and Goleman's theory of EI), HR six sigma process, Knowledge management, Flexi time, Contingent workforce, Talent management.		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Human resource management	C.B Gupta	Sultan Chand & Sons
2	Strategic Human Resource Management	Randall S Schuler & Susan E Jackson	Blackwell Publishing, 2006 (2nd edn)
3	Human resource management	K. Ashwathappa	Himalaya Publishing house
4	Human resource management	S.S Khanka	S.Chand & Company

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Employee Relations, Labour Laws and alternate dispute resolution	Semester	3
Credits	4	Contact Hours	45

Learning Outcomes:

LO1	Understand the historical context and fundamental principles of employee relations and labor laws in India.
LO2	Understand the importance of employee participation and engagement in fostering positive employee relations and organizational performance.
LO3	Gain insights into health, safety, and welfare regulations aimed at ensuring a safe and conducive work environment for employees.
LO4	Develop an understanding of ADR mechanisms and their application in resolving employment-related disputes effectively. Understand the role of HR professionals in promoting harmonious employee relations and resolving conflicts in the workplace.

Course Content

Module	Content	Weightage	Contact Hours
1.	Introduction to employee relation and labour laws: Overview of Employee relations and its importance, key principles and concepts of Employee Relations, Evolution of Labour Laws, Industrial Dispute Act, 1947, Trade Union Act, 1926, Collective Bargaining process and grievance handling mechanism.	35%	15
2.	Employee Participation and Engagement: Employee Involvement Programme, Participative Management Practices, Employee engagement strategies, Employee safety regulations and standards, Workplace welfare measures, workplace welfare measures, Factories Act 1948 and other safety regulations, occupational health and safety standards. Workplace welfare measures and safety regulations.	25%	12
3.	Introduction to alternative dispute resolution(ADR): Mediation, arbitration and conciliation process, Role of ADR in	20%	10

	resolving employment disputes. Ethical consideration in Employee Relation, Ethical Dilemmas in Employment and Labour Practices, Compliance with ethical standards and legal requirements, ensuring fairness and equity in employment practices.		
4.	Emerging trends in employment relations: Impact of technology and globalizations on employee relations, diversity and inclusion initiatives, managing remote and hybrid work arrangement	20%	08

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Labour and Industrial Laws	S.N. Mishra	Central Law Agency
2	Contemporary issues in industrial relations and Labour laws	N. Muthukumar	Sage Publications
3	Human Resource Management	C. B. Gupta	Sultanchand & Sons.

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Labour Laws	Semester	3
Credits	4 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	Students shall be able to understand different aspects and applicability of Labour laws
LO2	Student shall be able to learn Laws related to Social Security and working condition of Labours in Indian Perspective.
LO3	Student shall be able to differentiate between contractual Employees and Permanent Employee's Rights and Responsibility.
LO4	Student shall be able to be able to apply concepts of wage and gender differentials with applicability.

Course Content

Module	Content	Weightage	Contact Hours
1	The Employees' Compensation Act, 1923 The Payment of Gratuity Act, 1972 The Equal Remuneration Act, 1976 The Maternity Benefit Act, 1961	30%	15
2	The Minimum Wages Act, 1948 The Payment of Wages Act, 1936 The Payment of Bonus Act, 1965	25%	12
3	The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 The Employees' State Insurance Act, 1948 The Maternity Benefit Act, 1961	25%	12
4	The Contract Labour (Regulation and Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986	20%	6

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Labour and Industrial Laws	S N Mishra	Central Law Publication
2	Commentary on Labour and Industrial Laws	Khan & Khan's	Asia Law House



MASTER OF MANAGEMENT STUDIES
SEMESTER 3
(SYSTEMS SPECIALISATION)



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Database Management Systems and Data Warehousing	Semester	3
Credits	4 (Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	Understand the principles and concepts of database management systems.
LO2	Learn database design techniques and normalization.
LO3	Explore data warehousing architecture and components.
LO4	Apply data warehousing concepts for business intelligence and decision support.

Course Contents

Module	Content	Weightage	Contact Hours
Unit-1	Introduction to DBMS 1.1 Overview of DBMS concepts 1.2 Types of Databases 1.3 Entity-Relationship (ER) modeling 1.4 Data definition language (DDL) and data manipulation language (DML)	20%	10
Unit-2	Database Design and Normalization 2.1 Functional dependencies and normalization 2.2 First Normal Form 2.3 Second Normal Form 2.4 Third Normal Form	20%	10
Unit-3	Introduction of Data Warehousing 3.1 Concepts of Data Warehouse 3.2 The structure of the data warehouse, granularity, partitioning as a design approach, structuring data in data warehouse, data homogeneity and heterogeneity, incorrect data in data warehouse. 3.3 Types of data warehouse: the distributed data warehouse, the local and global data warehouse, undistributed data warehouse development.	20%	10

Unit-4	Data Warehouse Process Flow 4.1 Extract and load the data, Cleaning and transforming the data. 4.2 Backup and archive the data, Query management and directing to data sources. 4.3 Data Warehouse Architecture and Models: 4.3.1 Business Analysis Framework 4.3.2 3-tier Architecture, Virtual Warehouse, Data Mart 4.3.3 Enterprise Warehouse	20%	10
Unit-5	Various Areas and Application of Data Warehousing 5.1 Management analysis: cost justification and return on investments for a data warehouse, corporate information compliance and data ware housing, data warehousing, design review checklist. 5.2 Application areas of data warehousing and business issues and challenges.	20%	5

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Data Warehousing, Data Mining and OLAP	Alex Berson and Stephen J. Smith	Tata McGraw-Hill
2	Introduction to Data Mining with Case Studies	G. K. Gupta	Prentice Hall of India
3	Database Systems: Introduction to Databases and Data Warehouses	Nenad Jukic, Susan Vrbsky, Svetlozar Nestorov	Prospect Press
4	Database Management System	Henry F. Korth S. Sudarshan	Tata McGraw-Hill

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VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Big Data and Business Analytics	Semester	3
Credits	4(Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	Understand the concepts and challenges of big data analytics.
LO2	Explore data visualization and exploratory data analysis (EDA) techniques.
LO3	Gain proficiency in using big data analytics tools and platforms.
LO4	Analyze case studies to understand the real-world applications of big data analytics.

Course Contents

Module	Content	Weightage	Contact Hours
Unit-1	Introduction to Big Data and Business Analytics 1.1 Overview of big data concepts and challenges 1.2 Introduction to business analytics and its importance 1.3 Techniques for collecting and storing big data 1.4 Case studies: Big data success stories	20%	10
Unit-2	Data Processing and Analysis 2.1 Introduction to MapReduce and Spark 2.2 Data preprocessing techniques 2.3 Processing and analyzing big data with Spark	15%	5
Unit-3	Data Visualization 3.1 Principles of data visualization 3.2 Tools for data visualization (e.g., Tableau, Power BI) 3.3 Designing effective visualizations for business insights	15%	5
Unit-4	Introduction to Business Intelligence (BI) 4.1 Overview of BI concepts and tools 4.2 Dashboard design and development 4.3 Data warehousing and OLAP (Online Analytical Processing) and OLTP(Online Transaction Processing)	20%	10
Unit-5	Ethical and Legal Considerations 5.1 Privacy and security issues in big data analytics	15%	5



	5.2 Compliance with regulations (e.g., GDPR, CCPA) 5.3 Ethical implications of data-driven decision-making		
Unit-6	Case Studies and Applications 6.1 Real-world applications of big data and business analytics 6.2 Case studies from various industries (e.g., healthcare, finance, retail) 6.3 Group projects: Analyzing datasets and presenting findings	15%	10

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Big Data Analytics for Business	Bert Brijs	Routledge
2	Big Data: A Revolution That Will Transform How We Live, Work, and Think	Viktor Mayer-Schönberger and Kenneth Cukier	Eamon Dolan/Mariner Books
3	Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking	Foster Provost and Tom Fawcett	O'Reilly Media
4	The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling	Ralph Kimball and Margy Ross	Wiley
5	Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die	Eric Siegel	Wiley
6	Storytelling with Data: A Data Visualization Guide for Business Professionals	Cole Nussbaumer Knaflie	Wiley

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	IT Consulting	Semester	3
Credits	4(Major Specialisation)	Contact Hours	45

Learning Outcomes:

LO1	IT Consulting challenges and opportunities
LO2	Justify ethical decisions with IT consulting.
LO3	Generate time management and analysis representations
LO4	Create a project proposal with a unique vision.

Course Contents

Module	Content	Weightage	Contact Hours
Unit-1	Introduction to IT Consulting	20%	10
	1.1 Overview of IT Consulting 1.2 Role & Responsibility of IT Consultant 1.3 Need and Types of IT Consultant 1.4 Trends in the IT consulting industry 1.5 Key challenges and opportunities in IT consulting		
Unit-2	Consulting methodologies	15%	8
	2.1 Introduction to consulting methodologies (Waterfall, Agile) 2.2 Selecting the appropriate methodology for different projects 2.3 Introduction to consulting frameworks (McKinsey 7S, SWOT analysis)		
Unit-3	Client Management & Project Management	25%	12
	3.1 Understanding client needs and expectations 3.2 Techniques for gathering and analyzing business requirements 3.3 Documentation and communication of requirements 3.3.1 Building and maintaining client relationships 3.3.2 Project initiation, planning, execution, monitoring, and closure 3.3 Resource allocation and budgeting 3.3.1 Risk management in consulting projects		



	3.4 Monitoring project progress and milestones 3.4.1 Delivering value to clients within project constraints 3.5 Quality assurance and testing 3.6 User training and adoption strategies		
Unit-4	Communication Skills for Consultants	20%	10
	4.1 Effective communication strategies 4.2 Presentation skills and techniques 4.3 Building rapport and trust with clients 4.4 Negotiation skills for consulting engagements		
Unit-5	Case-Studies		
	5.1 Analyzing real-world case studies in IT consulting 5.2 Applying consulting methodologies to solve client problems	20%	5

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	IT Consulting Essentials: A Professional Handbook	Bob Looney	
2	The IT Consultant: A Commonsense Framework for Managing the Client Relationship	Rick Freedman	
3	The Art of Consulting: How To Attract High End Consulting Clients, Make More Money and Work Less Hours	Bansi Patel	
4	IT Consulting Essentials: A Professional Handbook	Dave Faulise	



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Enterprise Resource Planning	Semester	3
Credits	4 (Minor Elective)	Contact Hours	45

Learning Outcomes:

LO1	To provides an in-depth understanding of Enterprise Resource Planning (ERP) systems
LO2	Learn about ERP modules, integration, customization, and best practices for successful ERP adoption.
LO3	Explore ERP Performance Measurement and Optimization

Course Contents

Module	Content	Weightage	Contact Hours
Unit-1	Introduction to Enterprise Resource Planning 1.1 Overview of ERP systems and their evolution 1.2 Benefits and challenges of ERP implementation 1.3 Role of ERP in organizational transformation 1.4 Overview of ERP functional areas (e.g., finance, human resources, supply chain) 1.5 Key features and functionalities of each module 1.6 Integration among different ERP modules	20%	10
Unit-2	ERP Selection and Implementation 2.1 ERP selection criteria and evaluation process 2.2 Implementation methodologies (e.g., waterfall, agile) 2.3 Project management for ERP implementation 2.4 Configuration vs. customization in ERP systems 2.5 Customization strategies and best practices	20%	10
Unit-3	ERP Integration and Data Migration 3.1 Integration challenges and solutions in ERP projects 3.2 Data migration strategies and tools 3.3 Testing and validation of integrated ERP systems 3.4 Change management strategies for ERP implementation 3.5 Importance of user training and support	20%	10



Unit-4	ERP Security and Controls 4.1 Security considerations in ERP systems 4.2 Role-based access control and user permissions 4.3 Auditing and monitoring of ERP transactions	20%	10
Unit-5	Case Studies and Best Practices 5.1 Analysis of successful and failed ERP implementations 5.2 Best practices for ERP project management 5.3 Lessons learned from real-world ERP projects 5.4 Trends shaping the future of ERP systems 5.5 Industry-specific applications of ERP (e.g., manufacturing, healthcare) 5.6 Discussion on the role of ERP in digital transformation	20%	5

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Enterprise Resource Planning: Concepts and Practice	Vinod Kumar Garg and N.K. Venkitakrishnan	PHI Learning Pvt. Ltd.
2	Enterprise Systems for Management	Luvai F. Motiwalla and Jeffrey A. Thompson	Pearson Education
3	Modern ERP: Select, Implement, and Use Today's Advanced Business Systems	Marianne Bradford	Pearson Education
4	ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning	Thomas F. Wallace and Michael H. Kremzar	John Wiley & Sons



VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

MASTER OF MANAGEMENT STUDIES (MMS)

Semester - 3

Subject	Information System Security & Audit	Semester	3
Credits	4 (Minor Elective)	Contact Hours	45

Learning Outcomes:

LO1	Understand the difference between Security Metrics and Audits
LO2	Identify Controls of IT
LO3	Analyze IT Security
LO4	Understand Information Security Assessments
LO5	Evaluate Activities of Information System Audits

Course Contents

Module	Content	Weightage	Contact Hours
Unit- 1	Introduction to Information Systems& Security	25%	10
	1.1 Information Systems: Definition and Elements 1.2 Types of Information Systems 1.3 Information Systems in Business Management 1.4 Information Systems Management Practices 1.5 Recent Trends in Information Systems 1.5 Attacks (Active, Passive) 1.6 Malware (viruses, Trojan horses, worms) 1.7 Introduction to Security Mechanisms 1.8 Authentication ("Who you are, what you have, what you know") 1.9 Intrusion detection 1.10 Redundancy		
Unit-2	Cryptosystems	25%	12
	2.1 Introduction to Cryptosystems 2.2 Encryption, Decryption 2.3 Plain Text and Cipher Text 2.4 Encryption Algorithms 2.5 Hash Algorithms 2.6 Secure Secret Key (Symmetric) Systems 2.7 Public Key (Asymmetric key) Encryption Systems 2.8 Concept of Digital Certificate 2.9 Concept of Digital Signature 2.10 Public Key Infrastructure		

Unit-3	Systems Audit – An Overview	30%	13
	3.1 Introduction to Computer-Assisted Audit Tools and Techniques 3.2 Standards and Guidelines for Information system Auditing 3.3 Auditing and Internal Control 3.4 Auditing IT Governance Controls 3.5 Nature, Significance and Scope of Systems Audit 3.6 Steps Involved in Conducting Systems Audit 3.7 Systems Audit and Management Functions 3.8 Systems Audit of Computerized Secretarial Functions 3.9 Norms and Procedure for Computerization 3.10 Computers Control and Security 3.11 Testing of Computer Systems – Documentation 3.12 Standards, Policies and Procedures, Audit Approach		
Unit-4	Auditing the Information Systems Process	20%	10
	4.1 Auditing Networks 4.2 Auditing Database Systems 4.3 Auditing Database and Storage 4.4 Auditing Cloud Computing and Outsource Operations		

Reference Books:

Sr. No.	Book Title	Author(s)	Publisher
1	Information technology auditing and assurance.	James A. Hall	South-Western Educational Publishing, Mason, Ohio.
2	IT Auditing: Using Controls to Protect Information Assets.	Chris Davis, Mike schiller, Kevin Wheeler	McGraw-hill Companies.
3	Information Systems Control and Audit	Ron Weber	Pearson Education
4	Auditing in a Computerized Environment	Mohan Bhatia	Tata McGraw-Hill

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