



**Hirachand Nemchand College of  
Commerce, Solapur (Autonomous College)**

**Dept. of Management Studies**

**(Affiliated to P. A. H. Solapur University, Solapur)**



**Syllabus for**

# **Master of Business Administration (MBA)**

**Under the**

**Faculty of Commerce and Management  
with**

**Choice Based Credit System (CBCS)**

**(w. e. f. June 2022)**

**MASTER OF BUSINESS ADMINISTRATION**  
**(M. B. A. Part II Sem. – III and IV) Semester**  
**Pattern (Choice Based Credit System) June 2022**

**1. Introduction:**

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

**2. A. Basic objectives**

The basic objectives of an M.B.A. course are-

1. To provide competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business.
2. To impart the students latest and relevant knowledge from the field of management theory and practice.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in Managerial/ administrative positions.
5. The course is conducted with semester system which includes Four semesters with following purposes:
  - a. **Hard core** subjects provide Foundation of Management.
  - b. **Soft core** subjects focus on preliminary knowledge to enhance specific skills and a student gets an opportunity to choose amongst the group of subjects.
  - c. **Skill core** subjects focus on in-depth knowledge and practical approach with the subjects. It aims to nurturing student's proficiency and skills.
  - d. **Open Elective** A subject elective course chosen generally, with an intention to seek cross-functional exposures is called Open Elective.

## **B. Program Educational Outcomes**

At the end of MBA program student should take of either of following.

1. Managerial decision making through the application of knowledge of management discipline
2. Set up business enterprise and manage diversified growth of entrepreneurship.

## **C. Program Outcomes:**

At the end of MBA program students should be with following abilities.

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.
2. Develop skills on analyzing the business data application of relevant analysis and problem solving.
3. Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding
4. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
5. Develop effective and oral communication especially in business applications, with the use of appropriate technology.

## **3. Eligibility for Admission**

1. Candidate should have passed with minimum 50% marks in aggregate (45% marks in case of Backward class candidates from Maharashtra State only) in any full time Bachelor's Degree of Minimum 3 years duration in any discipline recognized by Association of Indian Universities.
2. Obtained score in one of the following CET examinations conducted by the Competent Authority. CET conducted by the Competent Authority, MBA/MMS CET by Maharashtra State Competent Authority, Common Admission Test conducted by Indian Institute of Management (CAT) and Common Management Aptitude Test Conducted by All India Council for Technical Education (CMAT) or Any other CET exams conducted by National level Agencies / institutes and as notified by State CET Cell and DTE to be eligible for Admission to MBA/MMS in the state.
3. Candidate should have completed the admission related process as prescribed by the Competent Authority for Common Admission Process (CAP) in the state.

#### 4. Choice Based Credit System

With the view to ensure worldwide recognition, acceptability, horizontal as well as vertical mobility for students completing post graduate degree, the College is implementing **Choice Based Credit System (CBCS)** of Evaluation at Postgraduate level.

CBCS offers wide ranging choice for students to offer courses based on their aptitude and their career goals. CBCS works on the fundamental premise where students are matured individuals capable of making their own decisions.

Credit is a numerical value that indicates student's work load (Lectures, Seminars, Assignments, Group Exercises, seminars, mini projects etc.) to complete a course unit. In most of the universities 15 contact hours constitute one credit. The contact hours are transformed into Credits. As per present norms, there are 4 contact hours per paper (subject) per week which works out to be 60 contact hours per paper (subject) per semester.

In H. N. C. C. Solapur (Autonomous) and P.A.H. Solapur University, Solapur, for M.B.A-I, there are 8 subjects for each semester and each subject has 4 contact hours per week. Therefore, total contact hours per week are 32 for each class. The evaluation process includes an 80 + 20 pattern wherein the candidate has to appear for End Semester Examination (ESE) for 80 marks and In Semester Examination (ISE) of 20 marks. This format is applicable for theory as well as practical subjects of all semesters.

For M.B.A-II, there are 8 subjects for each semester and each subject has 4 contact hours per week. Therefore, total contact hours per week are 32 for each class. The Program has Dual Specialization which the student has to choose during MBA- II<sup>nd</sup> Year Admission. Each specialization has 5 papers during the year. For Sem III, 3 Compulsory Subjects, 1 Project Report and Viva and 2 papers of each specialization are allotted. For Sem IV, 2 compulsory subjects and 3 papers of each specialization are allotted.

**1. MBA Course Structure:**

**MBA COURSE STRUCTURE FOR HNCC (Autonomous)  
Choice Based Credit System w.e.f. 2021-22**

**First Semester**

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		ESE	ISE	Total		
<b>Hard Core</b>						
<b>MBA21-101</b>	Principles of Management	80	20	100	4	4
<b>MBA21-102</b>	Financial Accounting	80	20	100	4	4
<b>MBA21-103</b>	Managerial Economics	80	20	100	4	4
<b>MBA21-104</b>	Organizational Behaviour	80	20	100	4	4
<b>MBA21-105</b>	Business Statistics	80	20	100	4	4
<b>Soft Core (Select Any Two Subjects)</b>						
<b>MBA21-106</b>	Computer Operations And Management	80	20	100	4	4
<b>MBA21-107</b>	Business Law.	80	20	100	4	4
<b>MBA21-108</b>	Disaster Management	80	20	100	4	4
<b>MBA21-109</b>	Banking Operations & Services	80	20	100	4	4
<b>Skill Core</b>						
<b>MBA21-110</b>	Enhancing Business Communication Skills	80	20	100	4	4
	<b>TOTAL</b>	<b>640</b>	<b>160</b>	<b>800</b>		<b>32</b>

Hard Core and Skill core subjects are compulsory subjects while students can choose **Any Two** subjects **From Soft Core**.

**Second Semester**

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		ESE	ISE	Total		
<b>Hard Core</b>						
<b>MBA21-201</b>	Marketing Management	80	20	100	4	4
<b>MBA21-202</b>	Financial Management	80	20	100	4	4
<b>MBA21-203</b>	Human Resource Management	80	20	100	4	4
<b>MBA21-204</b>	Production Management and Operational Research	80	20	100	4	4
<b>MBA21-205</b>	Research Methodology	80	20	100	4	4
<b>Soft Core (Select Any One Subject)</b>						
<b>MBA21-206</b>	Event Management	80	20	100	4	4
<b>MBA21-207</b>	Hospitality & Tourism Management	80	20	100	4	4
<b>MBA21-208</b>	Logistics and Supply Chain Management	80	20	100	4	4
<b>Skill Core</b>						
<b>MBA21-209</b>	Employability Skills	80	20	100	4	4
<b>Open Elective</b>						
<b>MBA21-210</b>	Digital Business	80	20	100	4	4
	<b>TOTAL</b>	<b>640</b>	<b>160</b>	<b>800</b>		<b>32</b>

Hard Core, Skill core and open Elective subjects are compulsory subjects where as students can choose **Any One** subject from **Soft Core**.

**Choice Based Credit System w.e.f. 2022-23****Third Semester**

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		ESE	ISE	Total		
<b>Hard Core</b>						
<b>MBA21-301</b>	Strategic Management	80	20	100	4	4
<b>MBA21-302</b>	Management Accounting	80	20	100	4	4
<b>MBA21-303</b>	Project Report	50	50	100	4	4
<b>Elective Core</b>						
#	Elective Subject I (Paper – I)	80	20	100	4	4
#	Elective Subject I (Paper – II)	80	20	100	4	4
#	Elective Subject II (Paper – I)	80	20	100	4	4
#	Elective Subject II (Paper – II)	80	20	100	4	4
<b>Open Elective</b>						
<b>MBA21-304</b>	Entrepreneurship Development	80	20	100	4	4
	<b>TOTAL</b>	<b>610</b>	<b>190</b>	<b>800</b>		<b>32</b>

# Please Refer Elective Specialization Subjects Papers on Page 9 & 10

- **Elective Specializations:** The College offers Dual specialization. Student has to select **ANY TWO** specialization subject from a following

<b>Elective Specialization</b>
1) Marketing Management
2) Financial Management
3) Human Resource Management
4) Tourism and Hospitality Management
5) International Business Management
6) Systems Management
7) Banking Management
8) Production and Materials Management
9) Agriculture & Co-operative Management

**Fourth Semester**

Paper Code	Title of the Paper	Semester Exam			No. of weekly lectures	Credits
		ESE	ISE	Total		
<b>Hard Core</b>						
<b>MBA21-401</b>	Business Ethics & Corporate Governance	80	20	100	4	4
<b>MBA21-402</b>	Total Quality Management	80	20	100	4	4
<b>Elective Core</b>						
#	Elective Subject I (Paper – III)	80	20	100	4	4
#	Elective Subject I (Paper – IV)	80	20	100	4	4
#	Elective Subject I (Paper – V)	80	20	100	4	4
#	Elective Subject II (Paper – III)	80	20	100	4	4
#	Elective Subject II (Paper – IV)	80	20	100	4	4
#	Elective Subject II (Paper – V)	80	20	100	4	4
	<b>TOTAL</b>	<b>640</b>	<b>160</b>	<b>800</b>		<b>32</b>

# Please Refer Elective Specialization Subjects Papers on Page 9 & 10

**# Elective Specialization Groups with Subjects Papers:**

Specialization	Paper No.	Paper Code	Subject
<b>Marketing Management</b>	I	MBA21-305	Brand Management
	II	MBA21-306	Sales and Distribution Management
	III	MBA21-403	Integrated Marketing Communications & Digital Marketing
	IV	MBA21-404	Services and Retail Marketing
	V	MBA21-405	International Marketing
<b>Financial Management</b>	I	MBA21-307	Corporate Tax Management
	II	MBA21-308	Financial Decision Analysis
	III	MBA21-406	Financial System of India, Markets & Service.
	IV	MBA21-407	Investment Management
	V	MBA21-408	International Finance
<b>Human Resource Management</b>	I	MBA21-309	Strategic Human Resource Management
	II	MBA21-310	Human Resource Initiatives
	III	MBA21-409	Industrial Relations and Labour Laws
	IV	MBA21-410	Competence based HRM.
	V	MBA21-411	International Human Resource Management
<b>Tourism and Hospitality Management</b>	I	MBA21-311	Fundamentals of Hospitality Management
	II	MBA21-312	Tourism and Travel Management
	III	MBA21-412	Accommodation Management
	IV	MBA21-413	Facility and Security Management
	V	MBA21-414	Hospitality and tourism Marketing.
<b>International Business Management</b>	I	MBA21-313	International Business Environment
	II	MBA21-314	Export Policy, Procedures and Documents
	III	MBA21-415	Global Marketing
	IV	MBA21-416	EXIM Management
	V	MBA21-417	International Logistics
<b>Banking Management</b>	I	MBA21-315	Banking Operations Management
	II	MBA21-316	Indian Banking Structure
	III	MBA21-418	E-Banking
	IV	MBA21-419	Marketing of Financial Services
	V	MBA21-420	Retail & Universal Banking

Elective Specialization Groups with Subjects Papers (*contd...*)

<b>Specialization</b>	<b>Paper</b>	<b>Paper Code</b>	<b>Subject</b>
<b>Systems Management</b>	I	MBA21-317	Management Information System
	II	MBA21-318	ERP and SPD
	III	MBA21-421	Relational Database Management System
	IV	MBA21-422	Security And Control Information System
	V	MBA21-423	Programming Concepts and Practices
<b>Production and Materials Management</b>	I	MBA21-319	Purchasing and Inventory Management
	II	MBA21-320	Production Logistics Management-
	III	MBA21-424	Industrial Engineering
	IV	MBA21-425	Quality Control and Management
	V	MBA21-426	World Class Manufacturing
<b>Agriculture &amp; Co-operative Management</b>	I	MBA21-321	Fundamentals of Agriculture & Co-Operative Management
	II	MBA21-322	Agricultural Marketing
	III	MBA21-427	Agricultural Production Management
	IV	MBA21-428	Agro- Processing Industries & Rural Industrialization
	V	MBA21-429	International Trade And Agriculture

## 2. Schedule of Teaching and Examination:

This is full time, Masters Degree program. The curriculum of the course is of Two years divided into Four semesters. The teaching for Semester I will start from 1<sup>st</sup> August and that of Semester III should be conducted from 20<sup>th</sup> July up to 20<sup>th</sup> November and teaching for Semester II and Semester IV should be conducted from 1<sup>st</sup> January to 20<sup>th</sup> April. There will be an End Semester Examination (ESE) of each paper for 80 Marks in December and May for all Semesters. In addition there will be In Semester Examination (ISE) of 20 Marks for each paper.

## 3. Internal Evaluation

The internal evaluation will be undertaken on continuous basis for 20 marks and will consist of following heads scaled down to mentioned weight-age of marks

<b>Elements for Continuous Internal Evaluation</b>	<b>Marks</b>
MCQ Online Test (2 Test of 25 marks each)	05
Assignments (Minimum 2) (Open Book/ Class/ Home)	05
Seminar / Group Exercises (Minimum 2)	05
Case Studies (Minimum 3)/ Industry Analysis/ Computer Lab Exercise.	05
<b>Total</b>	<b>20 Marks</b>

The Continuous Assessment Evaluation will be done accordingly throughout the semester and ISE marks shall be submitted to the Controller of Examinations, HNCC (Autonomous College) before the End of Semester Examination

#### **4. Passing Criteria and ATKT Rules:**

- Every student must secure a minimum of 40% marks for each subject in ESE and ISE separately for passing in the respective subject.
- The student has to secure a minimum of 4.0 grade points (Grade C) in each paper. A student who secures less than 4.0 grade point (39% or less marks, Grade FC/FR) will be declared 'Fail' in that paper (subject) and shall be required to reappear for respective paper.
- A student who fails in ESE & passed in ISE of the same paper (subject) shall be given FC Grade. Such student will have to reappear for ESE Only.
- A student who fails in ISE and passed in ESE shall be given FR Grade. Such student will have to reappear for both ESE as well as ISE.

The M.B.A. examination will be held in four semesters. The student will eligible to appear for the examination with a minimum attendance of 75%.

- a. A candidate failing in any number of subjects of Semester I, may be allowed to keep the term for Semester-II
- b. A candidate seeking admission to Semester III shall not have failed in more than five subjects of Semester I & Semester II put together.
- c. A candidate failing in any number of subjects of Semester III may be allowed to keep the term for Semester IV.
- d. A candidate will not be awarded degree unless he/she has passed all subjects of all the semester examinations.

**5. Conversion of Marks into Grades:**

A table for the conversion of the marks obtained by students in each paper (out of 100) to grade and grade points is given below:

<b>Sr. No.</b>	<b>Range of Marks</b>	<b>Grade</b>	<b>Grade Points</b>
1	80 – 100	O	10
2	70 – 79	A +	9
3	60 – 69	A	8
4	55 – 59	B +	7
5	50 – 54	B	6
6	45 – 49	C +	5
7	40 – 44	C	4
8	$\leq 39$	FC	0 - Failed in Semester Exam
9	$\leq 39$	FR	0 - Failed in Internal Assessment

**6. Conversion of Average Grade Points into grades:**

The student's performance of course will be evaluated by assigning a letter grade on ten points scale as given below:

CGPA / CBCS / FGPA / SGPA	Letter Grade
9.5 – 10	O
8.5 – 9.4	A +
7.5 – 8.4	A
6.5 – 7.4	B +
5.5 – 6.4	B
4.5 – 5.4	C +
4.0 – 4.4	C
< =3.9	FC
< =3.9	FR

**7. Additional Specialization:-**

A student who has passed the M.B.A. Examination of this college with any two electives may be allowed to appear for the M.B.A. examination again, in any other one elective, by keeping terms for the third and fourth semester for that specialization/Elective Subject group i.e. for papers comprising of 500 marks, by paying (40%) of the Tuition Fees for that academic year.

**8. Improvement in Marks:**

A student who has passed the MBA examination of this college and has secured less percentage in the last year may be allowed for class improvement in any of the two subjects of last year.

**9. Degree Completion:**

In case a student fails to complete the degree within the stipulated period of 4 years, such a student will be declared INCOMPLETE EXIT and in such a case the student can seek a fresh admission as per the admission rules prevailing at that time.

## Semester End Examination Question Paper Pattern:

**Hirachand Nemchand College of Commerce, Solapur (Autonomous College)  
Affiliated to P. A. H. Solapur University, Solapur.****Nature of Question Paper for M.B.A.  
Model Question Paper (w.e.f. June 2021)****Time: 3 hrs.****Total Marks: 80****Q. No. 1: Multiple Choice Questions. 16***(four alternatives should be given)*

1. \_\_\_\_\_  
(a) (b) (c) (d)
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.

**Q. No. 2: Answer Any two the following (short answers / Short problem) 16**

- (A) 8 marks
- (B) 8 marks
- (C) 8 marks

**Q. No. 3: Answer Any two the following (short answers/ Short problem) 16**

- (A) 8 marks
- (B) 8 marks
- (C) 8 marks

**Q. No. 4: Answer Any One the following Long answers 16**

- (A)
- (B)

**Q. No. 5: Answer the following (Long problem/ Case Study) 16**

**Semester – III**

<b>Semester : III</b>	<b>Hard Core</b>	<b>Semester Exam</b>			<b>L/W*</b>	<b>Credits</b>
<b>Code: MBA21-301</b>	<b>Strategic Management</b>	<b>ESE*</b>	<b>ISE*</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>04</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To define and describe the basic concepts of Strategic Management and Business Policy</li> <li>• To understand, distinguish and classify the strategies into different levels operating in management</li> <li>• To determine the various strategic techniques and correlate it with the current business scenario</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Understanding relevancy of strategic management concepts with the current business scenario</li> <li>• Ability to enhance strategic decision-making skills</li> </ul>					
<b>Module 1</b>	<b>Strategy and Appraisal</b>					<b>8</b>
Defining strategy, Levels at which strategy operates, Strategic Decision Making, Vision, Mission, Objectives, and Strategic Management Process						
<b>Module 2</b>	<b>Environmental Analysis</b>					<b>12</b>
Concept of Environment, Internal and External, Environmental Sectors, Environmental Scanning, Appraising the Environment, Organizational appraisal, Methods and techniques used for organizational appraisal.						
<b>Module 3</b>	<b>Strategy Formulation and Choice of Alternatives</b>					<b>12</b>
Corporate Level Strategies- Stability, Expansion (Concentration, Integration, Diversification, Internationalization, Co-operation strategies, Digitalization) Retrenchment (Turnaround, Divestment, Liquidation), Combination Strategies, Business Level Strategies						
<b>Module 4</b>	<b>Strategic Analysis and Choice</b>					<b>10</b>
SWOT analysis, Process of Strategic Choice- GAP Analysis, Tools and techniques for strategic Analysis, Mckinsey's 7 S Framework, Corporate Portfolio Analysis - Bostan's Consultancy Model, GE-9 Cell Model, Industry Analysis – Porter's 5 Force Model, Competitor Analysis						
<b>Module 5</b>	<b>Strategy Implementation and Evaluation</b>					<b>10</b>
Model of strategy Implementation, Project implementation, Procedural Implementation, Resource Allocation, Structural Implementation- Structures for Strategies, Behavioural Implementation – Strategic Leadership, Strategic Control, Operational Control, techniques of strategic evaluation and control.						
<b>Module 6</b>	<b>Modern trends in Strategic Management</b>					<b>08</b>
Blue Ocean strategy; Strategic Management in non-profit organizations; Managing corporate strategy through multidivisional structure- advantages, problems in implementing multidivisional structure; Information technology, the internet and Network outsourcing- IT & strategy implementation, strategic outsourcing and network structure						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Business Policy – Kazmi Azhar – Tata McGraw Hill</li><li>2. Business Policy and Strategic Management – P. Subba Rao, Himalaya Publication</li><li>3. Strategic Management- An integrated approach- Charles W. L. Hill/ Gareth R. Jones (CENGAGE Learning)</li><li>4. Strategic Management- Concepts and cases- Fred R. David</li><li>5. Strategic Management – Alpna Trehan, Dreamtech Press</li><li>6. Business Policy and Strategic Management –R. Shrinivasan</li></ol>
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Semester: III	Hard Core	Semester Exam			L/W*	Credits
Code: MBA21-302	Management Accounting	ESE*	ISE*	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To make understand key concepts and techniques of management Accounting.</li> <li>• To provide knowledge about computing accounting information for effective decision making.</li> <li>• To make aware about tools and techniques used for strategy analysis.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Ability to compare and compute information required for managerial decision making</li> <li>• Ability to undertaking effective economic decisions based on past accounting information and comparative analysis</li> </ul>					
<b>Module 1</b>	<b>Nature and Scope</b>					<b>08</b>
Introduction, Definitions of Management Accounting, Nature of Management Accounting, Functions of Management Accounting, Scope of Management Accounting, The Management Accountant, Management Accounting and Financial Accounting, Cost Accounting and Management Accounting, Limitations of Management Accounting.						
<b>Module 2</b>	<b>Cost Volume Profit Analysis</b>					<b>12</b>
Meaning of Cost Volume Profit Analysis, Contribution, PV Ratio, BEP , Margin of Safety, Angle of incidence , Decision making based on CVP analysis - Make or Buy decision, Shutdown, Dropping the Plant & Sale or Process						
<b>Module 3</b>	<b>Budget and Budgetary Control</b>					<b>12</b>
Meaning of Budget and Budgetary Control, Advantages and Limitations of Budgetary Control System. , Concept of Zero Based Budgeting , Master Budget, Functional Budgets: a. Flexible Budget - Meaning, Importance of Flexible Budget, Problems b. Cash Budget - Meaning, Importance of Cash Budget, Problems c. Production Budget - Meaning, Importance of Production Budget, Problems d. Sales Budget - Meaning, Importance of Sales Budget, Problems						
<b>Module 4</b>	<b>Standard Costing and Variance Analysis</b>					<b>12</b>
Meaning of Standard , Definition of Standard Costing , Need of setting Standard, Concept of Variance Types of Variances: a. Material Variances – Meaning, Importance, Problems b. Labour Variances – Meaning, Importance, Problems						

c. Variable Overhead Variances – Meaning, Importance, Problems		
d. Fixed Overhead Variances – Meaning, Importance, Problems		
<b>Module 5</b>	<b>Reporting to Management</b>	<b>08</b>
Objectives of Reporting, Reporting needs at different levels on management , Types of Reports , Modes of Reports		
<b>Module 6</b>	<b>Introduction to Audit</b>	<b>08</b>
Meaning and Objectives of Auditing, Types of Audit- Financial Audit, Internal Audit, Cost Audit, Management Audit, Difference in above Audit.		
<b>Problems should be covered on:</b>		
<ul style="list-style-type: none"> <li>• Decision making based on CVP analysis - Make or Buy decision, Shutdown, Dropping the Plant &amp; Sale or Process</li> <li>• Functional Budgets- Flexible, Cash, Production and Sales Budgets</li> <li>• Variance Analysis- Material, Labour and Overheads Variances</li> </ul>		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Theory and Problems of Management and Cost Accounting – M.Y. Khan and P. K. Jain –Tata McGraw Hill Publication Co. Ltd.</li> <li>2. Cost Accounting – Jawahar Lal and Seema Srivastav – McGraw Hills Co.</li> <li>3. Management Accounting – Horngreen, Sundem, Stratton – PHI- Latest Edition</li> <li>4. Management Control System – Robert N. Anthony &amp; Vijay Govindrajana, TMG Hills</li> <li>5. Cost &amp; Management Accounting – M.N. Arora – Himalaya Publishing House.</li> <li>6. Management Accounting – M. P. Pandilkumar – Excel Books</li> <li>7. Management and Cost accounting – Colin Drury Sheth Publishers</li> </ol>	

Semester : III	Hard Core	Semester Exam			L/W*	Credits
Code: MBA21-303	Project Report	ESE*	ISE*	Total		
Subject Title			50	50	100	-
<b>Course Objectives:</b>	<ul style="list-style-type: none"> <li>To expose students to the working of any organization and managers.</li> <li>To relate the concepts learnt by the students to the working of the organization.</li> <li>To work on a problem identified by the organization / student and thus understand the practical aspects of the working of an organization</li> </ul>					
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>Students will be able to relate conceptual learning of class to the real organizational environment</li> <li>Students will develop the Ability to undertake problems for research study and apply Research Methodology to draw conclusions and / provide suggestions related to the Problem statement.</li> </ul>					
<b>Guidelines:</b>	<ol style="list-style-type: none"> <li>The project work shall be for a minimum period of 30 days immediately after II<sup>nd</sup> semester examinations.</li> <li>Students should join the organization within 15 days from the last day of examination.</li> <li>No two Students shall work on the same topic in the same organization.</li> <li>The student should collect a Certificate of Minimum 30 Days Project Work Completion mentioning the period (<i>From ____ to ____</i>) on the Company's letter Head.</li> <li>The student shall submit the Final Project Report as per following.</li> </ol>					
<b>Project Report 'Table of Contents'</b>						
<b>Chapter 1</b>	<b>Introduction of the Study</b>					
<p>1.1 Introduction – Overview of the sector, organization and the Study</p> <p>1.2 Objectives of the study. This should give a clear picture of the project. Objective should be clearly specified. There should be minimum 4 to 5 objectives of the project report. What the project intends to find out should be clearly specified.</p> <p>1.3 Scope and limitations of the study</p> <p>1.4 Research Methodology The methodology comprises of Research Design, Hypothesis, Types of data, Data collection techniques, sampling techniques, Sample size, etc.</p> <p>1.5 Significance of the study. : What the project intends to find out and how it would be helpful to the organization.</p>						
<b>Chapter 2</b>	<b>Company Profile</b>					
<p>2.1 Introductions to Organization.</p> <p>2.1.1 Background and Inception of the Organization</p> <p>2.1.2 Ownership Pattern</p> <p>2.1.3 Nature of the Business</p> <p>2.1.4 Vision, Mission and Quality Policy</p>						

2.1.5 Types of Products and Services	
2.2 Market Scenario	
2.2.1 Area of Operation – Global / National / Regional	
2.2.2 Competitors' Information	
2.2.3 Achievement/Award if any	
2.3 Various departments in the organization.	
2.4 Organization chart.	
<b>Chapter 3</b>	<b>Theoretical Background</b>
3.1 Brief Review of Literature	
3.2 Conceptual framework	
<b>Chapter 4</b>	<b>Data Analysis and Interpretation</b>
Should include Tables, Graphs / Diagrams, Mean, Median, Mode, Std. Deviation as Applicable.	
<b>Chapter 5</b>	<b>Findings</b>
<b>Chapter 6</b>	<b>Suggestions OR Conclusion.</b>
<b>Annexure</b>	Should contain a copy of Questionnaire if used for Data Collection
<b>Bibliography</b>	Students should refer and mention at least 5 reference books, 3 National and 3 International journals and websites referred.
<b>Format for Writing and presenting the summer project:</b>	<ol style="list-style-type: none"> <li>1. Font type – Times New Roman</li> <li>2. Font size – Titles – 16 pts., Headings – 14 pts., Normal Text – 12 pts. Foot Notes – 10 pts.</li> <li>3. Spacing – Line - 1.5 lines, Paragraph – 12 pts.</li> <li>4. Page margins – Left - 1.5 inch, Right - 1.0 inch, Top - 1.0 inch, Bottom - 1.0 inch</li> <li>5. Header – (College Name/Abbrn.) - MBA Dept. (Left Side), PAH Solapur University, Solapur. (Right Side)</li> <li>6. Footer – Page No. (Center). "MBA Program (yyyy - yy)" (Right side)</li> <li>7. Use of colour fonts, Company Logos, Photographs is not allowed.</li> <li>8. Information Brochures/leaflets, etc. can be inserted as part of Annexure.</li> <li>9. Only graphs can be inserted / printed in colour.</li> <li>10. The report should contain Certificate, Guide Certificate and Student Declaration (formats will be provided by the college).</li> <li>11. Project Report should be of minimum 40 pages.</li> </ol>

Semester : III	Open Elective	Semester Exam			L/W*	Credits
Code: MBA21-304	Entrepreneurship Development	ESE*	ISE*	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To make the students understand the importance of Entrepreneurship.</li> <li>• To make students analyse and apply various traits, competencies of entrepreneurship</li> <li>• To encourage students to create business plans as per social needs</li> <li>• To Evaluate entrepreneurial opportunities and implement business plan by opting for Entrepreneurship as Career.</li> <li>• To make students know about the supportive environment for Entrepreneurship</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Motivation to become Entrepreneurs</li> <li>• Capability to explore the scope of Entrepreneurial career</li> <li>• Approaching market needs with innovative enterprising solutions.</li> </ul>					
<b>Module 1</b>	<b>Foundations of Entrepreneurship Development:</b>					<b>14</b>
Concepts of Entrepreneur & Entrepreneurship. Entrepreneurial Traits and competencies, Developing Entrepreneurial competencies, Entrepreneurship as a career, Concept and Need of Entrepreneurship Development, Theories of Entrepreneurship: Innovation Theory by Schumpeter, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen.						
<b>Module 2</b>	<b>Influences on Entrepreneurship Development</b>					<b>06</b>
External Influences on Entrepreneurship Development: Socio- Cultural, Political, Economical, Personal. Intrapreneurship / Corporate Entrepreneurship, Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship. Entrepreneurial Success and Failure: Reasons and Remedies. Entrepreneurship Development Cycle.						
<b>Module 3</b>	<b>Innovation and Entrepreneur</b>					<b>04</b>
Innovation – Concept and Meaning, Difference with Invention and Creativity, Role of innovation in entrepreneurship, Sources of Innovation, Principles, Barriers and essential conditions for Innovation						
<b>Module 4</b>	<b>Women, Rural &amp; Social Entrepreneurship</b>					<b>10</b>
Women Entrepreneurs – Meaning and concept, Problems/Challenges and Remedies to Woman Entrepreneurship Rural Entrepreneurship – Meaning, Need, Problems. Social Entrepreneurship – Meaning and Concept, examples of Social Entrepreneurship and its features.						
<b>Module 5</b>	<b>Creating Entrepreneurial Venture</b>					<b>12</b>

<p>Start-ups - Trends Imperatives, benefits; players involved in the ecosystem. Business Plan – An Entrepreneurial Tool. Elements of Business Plan - Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization &amp; Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Feasibility Reports - Technical, Financial, Marketing, Personnel.</p>		
<b>Module 6</b>	<b>Entrepreneurship Development Environment &amp; Financial Support</b>	<b>12</b>
<p>Role of the following agencies in the Entrepreneurship Development</p> <ol style="list-style-type: none"> <li>i. DIC – District Industrial Center</li> <li>ii. NSIC – National Small Industries Corporation</li> <li>iii. NEDB – National Entrepreneurship Development Board</li> </ol> <p>Financial Support: Role of Central Government and State Government in promoting Entrepreneurship - various incentives, subsidies, grants etc. – with special reference to ‘Export oriented units’. Financial schemes offered by various financial institutions, Role of Venture Capitalist, Angel Capitalist.</p>		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Fundamentals of Entrepreneurship Development and Project Management – Lipika K. Guliani &amp; R. K. Gupta – Himalaya Publishing House (ISBN : 978-93-5142-684-4)</li> <li>2. The Dynamics of Entrepreneurial Development and Management – Vasant Desai. – Himalaya Publishing House (ISBN : 978-93-5024-454-8)</li> <li>3. Fundamentals of Entrepreneurship – G. S. Sudha – R. B. D. Publishing House (ISBN : 81-8142-120-5)</li> <li>4. Entrepreneurial Development – S. S. Khanka – S. Chand &amp; Co. (ISBN : 978-81-219-1801-5)</li> <li>5. Entrepreneurship Development – E. Gordon &amp; K. Natarajan – Himalaya Publishing House (ISBN : 978-93-5202-540-4)</li> </ol>	

Semester : III	Elective Core: Marketing Management	Semester Exam			L/W*	Credits
Code: MBA21-305	Brand Management	ESE*	ISE*	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To understand concept of Branding, role of brands and brand equity.</li> <li>To analyze process of brand building.</li> <li>To compare various brand equity measurement techniques.</li> <li>To develop brand and practice brand positioning.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Recognize importance of brand equity as well as how to build, measure, and manage brand equity.</li> <li>Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.</li> <li>Justify brand meaning and to measure brand strength for particular market offering.</li> </ul>					
<b>Module 1</b>	<b>Brand Management</b>					<b>10</b>
Brand, Brand Management, Importance, Challenges, Opportunities, What can be branded, Types of Branding, Choosing Brand Elements Criteria, Options and tactics for Brand Elements – Names, URLs, Characters, Slogans, Jingles, Packaging.						
<b>Module 2</b>	<b>Brand Equity</b>					<b>12</b>
Strategic Brand Management Process, Customer Based Brand Equity ( CBBE), Four Steps of Brand Building, Managing Brands Over Time – Brand Reinforcement, Brand Revitalization, Adjustment to Brand Portfolio						
<b>Module 3</b>	<b>Brand Positioning</b>					<b>10</b>
Identifying and establishing Brand Positioning, Positioning Guidelines, Core Brand Associations, Brand Mantras, Internal Branding, Brand Audit - Brand Inventory and Brand Exploratory, Brand Element to build brand equity.						
<b>Module 4</b>	<b>Brand Equity Measurement</b>					<b>12</b>
Brand Value Chain, Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons-Conjoint Analysis, Holistic methods.						
<b>Module 5</b>	<b>Branding Strategies</b>					<b>09</b>
Product Strategy- Brand Intangibles, Pricing Strategy – Setting Price, Channel Strategy – Channel Design, Communication Strategy – Marketing Communication Options, Cause Marketing, Green Marketing, Brand Extensions, New Product and Brand Extensions, Leveraging Process – Company, Country of Origin, Channels, Co-branding, Licensing, Celebrity Endorsement, events						
<b>Module 6</b>	<b>Global Brand Strategy</b>					<b>07</b>
Rationale for going International, Advantages and Disadvantages of Global Marketing Programs, Building Global Customer Based Brand Equity						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Strategic Brand Management – Kavin Keller, M.G. Parameswaran, Issac Jacob, Pearson Publication</li><li>2. Brand Management – Harsh Verma – Excel Books</li><li>3. Brand Management – Moorthi Y.L.R. – Vikas Publication</li><li>4. Product and Brand Management – U.C. Mathur, Excel Books India</li><li>5. Marketing Management – Kotler, Keller, Koshy , Jha , Pearson Publication</li></ol>
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Semester : III	Elective Core: Marketing Management	Semester Exam			L/W*	Credits	
		Code: MBA21-306	ESE*	ISE*			Total
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To make students to study concepts related to sales and distribution</li> <li>To make students to understand techniques used in sales and distribution</li> <li>To make students to apply various sales force motivation techniques in business.</li> </ul>						
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Students will be developed to manage and motivate sales force</li> <li>Students will be developed set up or choose appropriate distribution channel based on type of product.</li> </ul>						
<b>Module 1</b>	<b>Introduction to Sales Management</b>				<b>12</b>		
Introduction to Sales Management, Objectives of Sales Management and importance of SDM, Role of Sales Management in Marketing, Specific Characteristics of a Successful salesman, Sales Manager Roles & Responsibility, The Personal Selling Process, New trends in sales Management Social and Ethical Concerns in SDM, Diversity of personal selling situation, AIDAS theory o selling							
<b>Module 2</b>	<b>Sales Forecasting &amp; controlling of sales effort</b>				<b>12</b>		
Concept of Forecasting, Market potential, sales potential, sales forecast, Sales Forecasting methods, Quantitative and Qualitative methods, Planning for major customers and Sales Budget- purpose and budgetary procedure, Sales Quota- objectives, types, procedure of quota setting & Sales Territory- reasons, procedure and revising sales territories, sales control and cost analysis-sales audit, marketing cost analysis							
<b>Module 3</b>	<b>Sales Organization</b>				<b>8</b>		
Purpose of Sales Organizations, setting up of Sales Organization, Basic types of Sales Organizational Structure, field organization of the sales department, centralization Vs decentralization in sales force management							
<b>Module 4</b>	<b>Managing the Sales Force</b>				<b>12</b>		
Recruiting & Selecting salespersons, planning for sales training program, Motivating sales personnel- compensating, sales meeting & contest, Evaluation of Sales Performance.							
<b>Module 5</b>	<b>Distribution Channel management</b>				<b>8</b>		
Introduction, Distribution management, Need for distribution management, how does distribution adds value?, Marketing Channels- Definition and Importance, prominent channel system, the role of marketing channels, Channel design decisions, Channel Management Decisions, Channel integration and systems							
<b>Module 6</b>	<b>Logistics &amp; Supply chain Management</b>				<b>8</b>		

Integrated Logistics Systems, Market Logistics objectives, Market logistics decisions, Definition of Supply Chain Management, Functional areas of SCM, Advances in Supply chain management, it enabling the logistics function,

**Recommended**

1. Still, R. R., Cudiff, E. W., Govoni. N. A. P. and Puri, S. Sales and Distribution Management, 6th edition, 2017, Pearson India Education Services.
2. Havaladar, K. K. and Cavale V. M., Sales and Distribution Management: Text and Cases, 3rd Edition, 2017, McGraw Hill Education (India) Private Limited.
3. Sales and Distribution Management- Dr. Matin Khan, Excel Books- First Edition
4. Marketing Management- Philip Kotler & Kevin Lane Keller, Pearson, 15th Edition.

Semester : III	Elective Core Financial Management	Semester Exam			L/W*	Credits	
		Code: MBA21-307	ESE*	ISE*			Total
Course Objectives	<ul style="list-style-type: none"> <li>To make understand various components of Corporate Tax Management.</li> <li>To provide knowledge about exemptions and deductions from taxation</li> <li>To provide knowledge about the current reform of Taxation i.e. GST.</li> </ul>						
Course Outcomes	<ul style="list-style-type: none"> <li>Understanding various factors contribution towards various types of Taxation</li> <li>Ability to ensure appropriate computation and Tax liability for the corporate</li> </ul>						
<b>Module 1</b>	<b>Introduction</b>				<b>12</b>		
1.1: Definition and Features of Taxes 1.2: Basis of Taxation 1.3: Canons of Taxation 1.4: Objectives of Taxation							
<b>Module 2</b>	<b>Income Tax</b>				<b>04</b>		
2.1 Concepts and basic concepts in income tax- Assessment Year, Previous Year, Person, Assessee 2.2 Income, Gross Total Income and Total Income, Capital and Revenue 2.3 Concept of PAN and Residential Status and tax Liability.							
<b>Module 3</b>	<b>Exemptions and Deductions</b>				<b>08</b>		
3.1: Exempted Incomes u/s 10 3.2: Deductions of Chapter VI A applicable to Individuals							
<b>Module 4</b>	<b>Heads of Income</b>				<b>12</b>		
4.1: Income from Salary: Basis of Charge, permissible deductions and computation of salary Income. 4.2: Income from House Property: Basis of Charge, permissible deductions and computation of Income from House Property 4.3: Income from Capital Gains: Basis of Charge, permissible deductions and computation of Income from capital gains. 4.4: Income from Profits and Gains of Business and Profession: Basis of Charge, permissible deductions and computation of Income from PGBP. 4.5: Income from Other Sources: Basis of Charge, permissible deductions.							
<b>Module 5</b>	<b>Computation of Total Taxable Income of an Individual</b>				<b>12</b>		
5.1: Income Tax Rebates and Reliefs							

5.2: Computation of Taxable Income and Income Tax		
<b>Module 6</b>	<b>Goods and Service Tax</b>	<b>12</b>
6.1: Introduction and Overview of GST: - Definition and features of GST, Evolution of GST in India, Need and framework of GST, Benefits of GST and challenges in implementing GST.		
6.2: Basic Concepts in GST:- Concept of supply, Time of Supply, Place of supply, Levy and exemption of supply		
6.3: Input Tax Credit: - Mechanism of Input Tax Credit- CGST, SGST, IGST		
<b>Problems should be covered on:</b>		
<ul style="list-style-type: none"> <li>• Computation of Gross Total Income and Total Income of an Individual Assessee</li> <li>• Computation of GST including Input Tax Credit</li> </ul>		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. A Simple approach to Income Tax: Dr. P. M. Herekar, Phadake Prakashan</li> <li>2. Student's Guide to Income Tax - Singhania V.K., Taxman, Delhi.</li> <li>3. Income Tax Laws &amp; Accounts - Prasad Dhagwani , Sahitya Bhavan Agra</li> <li>4. Income Tax Law &amp; Practice - Mehrotra H.C., Sultan Chand &amp; Sons, New Delhi.</li> <li>5. Systematic Approach to Income Tax - Girish Ahuja and Ravi Gupta: Sahitya Bhavan, New Delhi.</li> <li>6. Income Tax Law and Practice - T N Manoharan, Snow White India</li> <li>7. A Complete Guide to Goods and Service Tax - Bimal Jain, Isha Bansal &amp; Sanjiv Agarwal, Young Global's</li> <li>8. Basics of GST - Nitya Tax Associates, Taxman's</li> </ol>	

Semester : III	Elective Core Financial Management		Semester Exam			L/W*	Credits
	Code: MBA21-308	Financial Decision Analysis	ESE*	ISE*	Total		
			80	20	100		
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To make understand various factors related Financial Decision making.</li> <li>To provide knowledge about various financial terms, statements, and funding elements</li> <li>To provide knowledge about capital structure and dividend policy of organizations</li> </ul>						
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Ability to evaluate and analyse financial statements to understand proper funds flow and take related decisions.</li> </ul>						
<b>Module 1</b>	<b>Financial Statement Analysis</b>						<b>10</b>
1.1 Introduction to Financial Statement Analysis 1.2 Importance of Financial Statement Analysis 1.3 Techniques of Financial Statement Analysis: Trend Analysis, Comparative Statement Analysis, Common-size Statement Analysis.							
<b>Module 2</b>	<b>Funds Flow Statement analysis and Cash Flow Statements analysis</b>						<b>12</b>
2.1 Funds Flow Statement: Meaning, Sources and Application of fund , Funds from Operation, Preparation of Funds Flow Statement 2.2 Cash Flow Statement: Meaning , Classification of Cash Flow, Preparation of Cash Flow Statement							
<b>Module 3</b>	<b>Cost of Capital</b>						<b>10</b>
3.1 Concept of Cost of Capital 3.2 Significance of Cost of Capital 3.3 Determining of Component of Cost of Capital: Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of Retained Earnings, and Weighted Average Cost of Capital.							
<b>Module 4</b>	<b>Capital Structure Decision</b>						<b>10</b>
4.1 Introduction to Capital Structure 4.2 Objectives of Capital Structure 4.3 Factors Effecting Capital Structure 4.4 EBIT-EPS Analysis 4.5 Indifference Point 4.6 Leverage Analysis - Operating leverage, Financial leverage, Combined leverage.							
<b>Module 5</b>	<b>Dividend Decisions</b>						<b>8</b>
5.1 Concept of Dividend							

5.2 Types of dividend	
5.3 Legal and Procedural Aspects of Dividend	
5.4 Determinants of Dividend Policy	
5.5 Purpose of Dividend Payout Ratio	
5.6 Stability in Dividend Policy	
5.7 Bonus Shares	
5.8 Stock splits.	
<b>Module 6</b>	<b>Corporate Restructuring</b>
6.1 Forms of Corporate Structuring	
6.2 Merger and Acquisition: Reasons for merger	
6.3 Mechanics of Merger	
6.4 Cost Benefits of Merger	
6.5 Legal and Procedural Aspects of Merger	
6.6 Examples of recent Mergers	
6.7 Portfolio Restructuring, Financial Restructuring & Organizational Restructuring	
<i>Problems should be covered on:</i>	
<ul style="list-style-type: none"> <li>• Calculation of Trend Analysis, Comparative Statement Analysis and Common-size Statement Analysis.</li> <li>• Funds Flow Statement analysis and Cash Flow Statements analysis</li> <li>• Computation of Specific cost (debt, Preference shares, Equity Shares and R&amp;S) and Weighted Average Cost of Capital</li> <li>• EBIT-EPS Analysis, Indifference Point and Leverage Analysis</li> <li>• Corporate Restructuring</li> </ul>	
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Financial Management- Khan and Jain, Prentice Hall</li> <li>2. Principles of Financial Management-R. P. Rustagi- Taxman's</li> <li>3. Financial Management – G. Sudarshan Reddy - Himalaya Publishing</li> <li>4. Financial Management- I. M. Pandey, Prentice Hall</li> <li>5. Financial Management- Fifth Edition- Prasanna Chandra, Tata McGraw Hills</li> <li>6. Financial Management- Van Horne, James C., Prentice Hall</li> <li>7. Fundamentals of Financial Management – Brigham &amp; Houon - Cengage Learning</li> <li>8. Financial Management – Paresh Shah – Biztantra</li> <li>9. Mergers, Acquisitions and Corporate Restructuring – Prasad</li> </ol>

Semester : III	Elective Core : Human Resource Management		Semester Exam			L/W*	Credits
	Code: MBA21-309	Strategic Human Resource Management	ESE	ISE	Total		
			80	20	100		
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To define the basic concepts in the Strategic Human Resource management and describe the strategic functions</li> <li>To demonstrate and interpret the concepts and ideas in Strategic HRM</li> <li>To apply the acquired knowledge learned in Strategic HRM and study the rules and techniques in different way</li> </ul>						
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Students will understand the strategic issues which arise in the functions of HRM.</li> <li>Students will be able to learn and apply effective techniques in the HR practices.</li> </ul>						
<b>Module 1</b>	<b>Strategic Human resource Management</b>						<b>10</b>
Introduction to Strategic HRM - concept; Challenges for HRM; Traditional HR Vs Strategic HR, Role of Strategic Human Resource Management; Linking Company & HR Strategy – HR and corporate strategy; HR and Business Strategy; Barriers to SHRM.							
<b>Module 2</b>	<b>Strategic Approach to Job Design &amp; work System</b>						<b>10</b>
Job Design- Concept, Approaches to Job Design; Designing Work Systems- Approaches to work system design; Elements in redesigning work systems; Organizational Design Process; Factors affecting design process							
<b>Module 3</b>	<b>Strategic Acquisition of Human Resources</b>						<b>12</b>
Strategic Recruitment- Concepts under recruitment & Selection; Strategic Staffing- staffing as a process, Organization and Job analysis, Person-job Fit, Person-organization Fit; Strategic approach on Staffing; Strategic issues in Staffing							
<b>Module 4</b>	<b>Compensation &amp; SHRM</b>						<b>12</b>
Difference between traditional pay & strategic pay; Compensating Individual Employees; Compensating Groups; Executive Compensation; Employee Motivation through pay; ESOPs.							
<b>Module 5</b>	<b>Strategic Perspectives in Training and Performance Appraisal</b>						<b>10</b>
Strategic Issues in training & development; Competency Mapping; Use of technology in training; Future of IBT Strategic dimension of Performance appraisal, Moving from Performance Appraisal to Performance Management, Organizational Appraisal- Balance Scorecard, EVA							
<b>Module 6</b>	<b>An Investment perspective of SHRM</b>						
Employee as an asset; Sources of Employee Value; HR Investment Considerations; Traditional ways							

of investment; Non-traditional investment approaches; Countercyclical Hiring.

**Recommended  
Books**

1. Strategic Human Resource Management – Rajesh Vishwanathan - Himalaya Publishing.
2. Strategic Human Resource Management and Development- Ekta Sharma- Pearson
3. Personnel and Human Resource Management – by P. Subba Rao - Himalaya Publishing.
4. Competency- Based Human Resource Management – Srinivas R. Kandula -PHI Learning
5. Strategic Human Resource Management – V S P Rao -Excel Books
6. Strategic Human Resource Management – Jeffrey Mello

Semester : III	Specialization :	Semester Exam			L/W	Credits
	Human Resource Management	ESE*	ISE*	Total		
	Human Resource Initiatives	80	20	100		
Code: MBA21-310						
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students understand HR initiatives in talent and knowledge management</li> <li>To teach framing of HR policies in the organization according to nature of business</li> <li>To make students understand all the recent trends in HRM used by the organizations</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Appreciate importance of employee engagement, their commitment and loyalty towards organization.</li> <li>Ability to frame HR policies to improve excellence in Human Resource</li> </ul>					
Module 1	<b>Talent Management</b>					<b>10</b>
Concept, Definition, Objectives of talent Management - Talent attraction, Engagement, Development and talent retention, Talent Management framework, Managing demand for talent – 6 ways, Becoming an employer of choice						
Module 2	<b>Knowledge Management</b>					<b>10</b>
Architecture, Difference between Information Management and Knowledge Management, Knowledge conversion, APO Knowledge Management Framework, Knowledge Management process						
Module 3	<b>Human Resource Policies</b>					<b>10</b>
Defining HR policies, Difference between policy and procedure, Characteristics of policies, Process of designing policies, Measuring HR policies						
Module 4	<b>Managing High Potential Employees</b>					<b>10</b>
Defining High potential employees, Category of potential employees, Characteristics, Identification of potential employee approach – Buddy, Tenure, Manager appraisal, Decision Makers, Criteria based., Development of high potentials, Retention of High potentials						
Module 5	<b>Recent trends in HRM</b>					<b>10</b>
Competency Mapping – Meaning, Objectives, Advantages, Identification of competency, Requirement for Competency based HRM; HR Metrics Management; Rightsizing of Workforce – Factors, Consequences, Need; Emotional Intelligence – Need, Methods, Use for Career Development, HR Six Sigma Process						
Module 6	<b>HR Analytics</b>					<b>10</b>
Introduction, Importance of HR analytics, Types of HR analytics – Descriptive analytics, Diagnostic analytics, Predictive analytics, Prescriptive analytics. Steps in HR analytics process, HR analytics						

tools – Descriptive information to R software, Excel, SPSS, Python, Statistical Analysis Software (SAS).

**Recommended Books**

1. Human Resource Management by Sharon Pande & Swapnalekha Basak. (Vikas Publication).
2. Human Resource Management by Biswajeet Pattanayak (PHI)
3. Human Resource Management, by Snell, Bohlander, Vohra (Cengage Learning)
4. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao (HPH)
5. Human Resource Management by K Ashwathapa (Tata McGraw Hill)
6. HR Analytics by Dipak Kumar Bhattacharya – SAGE Publications
7. Human Resource Management by Pravin Durai (Pearson).

<b>Semester: III</b>	<b>Elective Core : Tourism and Hospitality Management</b>	<b>Semester Exam</b>			<b>L/W*</b>	<b>Credits</b>
<b>Code- MBA21-311</b>	<b>Fundamentals of Hospitality Management</b>	<b>Theory</b>	<b>I A</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>•To understand the nature and scope of Hospitality Management.</li> <li>•To impart practical knowledge and improve learning outcomes of students.</li> <li>•To enhance employability opportunities by training students in hospitality industry.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>•Introduction of electives like hospitality and tourism shall widen scope and result in positive learning and outcome of MBA Program.</li> <li>•Learning the subject in depth shall encourage students to enhance placement opportunities in hospitality and tourism sector.</li> </ul>					
<b>Module 1</b>	<b>Introduction</b>					<b>10</b>
The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality.						
<b>Module 2</b>	<b>Tourism Industry</b>					<b>10</b>
Introduction, concept, definition, types and characteristics Relation of hospitality industry with Tourism Definition of Tourism–Features–Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism						
<b>Module 3</b>	<b>Hotel Industry</b>					<b>10</b>
Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract – concept, their advantages and disadvantages. Classification of Hotels – Major Departments of Hotel -Star Ratings of Hotels – Global Standards for Hotels.						
<b>Module 4</b>	<b>Resorts Management</b>					<b>10</b>
Historical Perspective, Basic Characteristics, Basic Elements of Resort – Lodging, Dining, Drinking, Shopping, Entertainment, recreation., Resort types – Mountain based, beach, health, forest. External and internal challenges for Resort management						
<b>Module 5</b>	<b>Travel and Transport</b>					<b>10</b>
History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.						
<b>Module 6</b>	<b>Recent Trends in Hospitality and related sectors</b>					<b>10</b>

Future of Hospitality Industry, Changing trends, issue and challenges Importance of Hospitality industry in India. Government regulations and support related to Travel, Tourism and hotel industries. Role of E- commerce in Hospitality sector.

**Recommended Books**

1. Tourism Development and Principles & Practices, Bhatia A.K Sterling Publishers.
2. Strategic Management (13th ed.). David, F. R, Prentice Hall Oxford University Press.
3. Strategic Management for Hospitality and Tourism (1st ed.). Okumus, F., Altinay L., & Chathoth P., Butterworth-Heinemann.
4. Hospitality Strategic Management: Concepts and Cases (2nd ed.). Enz, C. A Wiley.
5. Resort Management and operations, Robert Christie Mill, Wiley
6. Hotel, Resort and Restaurants : Planning, Designing and Construction – Jagmohan Negi – Kanishka Publication

<b>Semester: III</b>	<b>Elective Core : Tourism and Hospitality Management</b>	<b>Semester Exam</b>			<b>L/W*</b>	<b>Credits</b>
<b>Code MBA21-312</b>	<b>Tourism and Travel Management</b>	<b>Theory</b>	<b>I A</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To acquaint learners with knowledge and skills essential for a successful career in tourism industry</li> <li>• To groom the students regarding growing importance of tourism industry.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Students shall learn various factors related to Tourism and travel management</li> <li>• Opportunity for students to enhance their creative ability in managing tours independently</li> </ul>					
<b>Module 1</b>	<b>Introduction</b>					
Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism-Types of Tourists, Visitor, Traveler and Excursionist–Differentiation Tourism, Recreation and leisure, adventure tourism, their inter–relationships – Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry. Case Studies.						
<b>Module 2</b>	<b>Travel Management</b>					
Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledgedTravelAgency-SourcesofIncomeofatravelagency-DiversificationofBusiness-Travel andHealthInsurance,Forex,Cargo&MICE–Documentation-IATAAccreditation-Recognition from Government.						
<b>Module 3</b>	<b>Tour Planning</b>					
Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies.						
<b>Module 4</b>	<b>Tourism Management</b>					
Tourism Management: Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism- Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism –Sports Tourism – Religious Tourism – Business Tourism – Medical Tourism-Alternative Forms of tourism-Tourism Products and types.						
<b>Module 5</b>	<b>Eco Tourism</b>					
Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism e/s Eco-tourism-TypologyofEco-tourists-EcotourismActivities&Impacts–WesternandEastern Views of Ecotourism.						
<b>Module 6</b>	<b>Tourism Entrepreneurship</b>					

Meaning, Perspective, Tourism Enterprise, and Policy measures in India, Scope of Tourism Entrepreneurship – Eco, Nature, and Rural.	
<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Tourism Operations and Management, Sunetra Roday, Archana Biwal &amp; Vandana Joshi, Oxford University Press</li><li>2. Tourism and Hospitality Management by Neha Publishers and Distributors.</li><li>3. The Business Of Travel Agency Operations and Administration, Foster Dennis L., Macmillan/ McGraw, Singapore</li><li>4. Entrepreneurial Development, Dr. S. S. Khanka, S. Chand Publications.</li></ol>

Semester : III	Elective Core: International Business Management		Semester Exam			L/W*	Credits
	Code: MBA21-313	International Business Environment	ESE*	ISE*	Total		
			80	20	100		
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To make students aware of international business environment and factors that affect international trade</li> <li>To make students to study about International Economic Institutions and its role.</li> <li>To make students to understand importance of global competitiveness.</li> </ul>						
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Ability to adapt to international environment and corporate world</li> <li>Ability to evaluate Global Competition and international economic cooperation</li> </ul>						
<b>Module 1</b>	<b>International Business Environment</b>					<b>10</b>	
Importance, nature and scope of International business, An overview of business environment, Economic, Political and Legal environments, Social and Cultural environments, demographic environment in International Business. Framework for analyzing international business environment.							
<b>Module 2</b>	<b>Globalization:</b>					<b>10</b>	
Globalization of business features of current globalization, essential conditions of globalization, Modes of entry into International Business, Pros and Cons of globalization, globalization of Indian Business and some social issues in international business.							
<b>Module 3</b>	<b>International Economic Institutions and Liquidity</b>					<b>10</b>	
IMF, World Bank, UNCTAD, UNIDO, Asian Development Bank, International Trade Centre, International Development Association, International Liquidity and SDRs.							
<b>Module 4</b>	<b>International Economic Co-operation and Agreements</b>					<b>12</b>	
SAARC, SAPTA, Indo-Lanka Free Trade agreements, India's Recent Regional Cooperation Moves, International Commodity Agreements.							
<b>Module 5</b>	<b>Balance of Payment Account and BoP of India:</b>					<b>10</b>	
Meaning, nature of balance of payments accounting, components of balance of payments, balance of payments disequilibrium, correction of balance of payments, financing of BoP deficit, Comparative trade performance of India, trend in major exports, trends in major imports. Direction of trade, service trade, major problems of India's export sector.							
<b>Module 6</b>	<b>Global Competitiveness and e-business in regard to International Business</b>					<b>08</b>	
Competitive advantage of nations, technology and global competitiveness, new information technologies, reengineering the International business process, e-business-conceptual analysis, advantages and disadvantages of e-commerce.							

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. International Business, P Subba Rao, - Himalaya Publishing House, 3rd Edition, 2013.</li><li>2. International Business Environment, Francis Cherunilam, - Himalaya Publishing House, 7<sup>th</sup> edition, 2018.</li><li>3. International Business, K. Aswathappa, 5th Edition - Tata McGraw Hill, New Delhi, 2012.</li><li>4. International Business, Michael R. Czinkota, Ilkka</li></ol>
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Semester : III	Elective Core: International Business Management	Semester Exam			L/W*	Credits		
		Code: MBA21 - 314	Export Policy, Procedures and Documents	ESE*			ISE*	Total
				80			20	100
Subject Title					04	04		
Course Objectives	<ul style="list-style-type: none"> <li>To familiarize the Students with basic concepts of import/export procedures.</li> <li>To discuss important international trade terms in International logistics trade.</li> <li>To familiarize the students through the process of an import/export order.</li> </ul>							
Course Outcomes.	<ul style="list-style-type: none"> <li>Students will be able to understand various terms and documentation related to international trade.</li> <li>Students will be able to conceptualize processes related to Export - Import trade</li> </ul>							
Module 1	<b>Preliminaries &amp; Registration formalities for Exports/Import</b>					<b>10</b>		
Meaning of exports, Types of exports, Preliminaries in export. IEC Code, DGFT, CB, Regional Licensing authorities, export Promotion Councils, Various types of Exporters: Merchant /Manufacture, Government regulation on Export/Import - Banned, prohibited, canalized, restricted items; Status house holders-benefits.								
Module 2	<b>International Trade Terms</b>					<b>10</b>		
INCOTERMS 2010-FOB, CIF, EXW etc; UCPDC-UCP 600; Trade contract and trade elements; Export Payment Terms: Main features of payment term - Advance payment, open account, documentary credit; Letter of credit and parties involved; Types of LC; pre-shipment and post-shipment; Price computation-FOB, CFR & CIF.								
Module 3	<b>Import</b>					<b>10</b>		
Preliminaries, Procedures & Policies, Government regulations on import- Negative lists; Categories of importers- Actual/Non-actual user license, Special schemes for importers-EPCG, Duty exemption and remission, DFIA,DBK,EOUs, SEZ,STPs etc; Import Documentation-transport documents, bill of entry, airway bill, certificate of inspection, certificate of measurement, freight declarations.								
Module 4	<b>Packing and Labeling of Export Consignments</b>					<b>12</b>		
Central Excise Rules, Cargo Insurance and Claim Procedures, Declaration of Exports and forms GR/SDF/PP/SOFTEX, Custom Clearance of Export Cargo; Quality Control and Pre-shipment Inspection; EIA/EIC; ISO 9000/BIS 14000.								
Module 5	<b>Processing of an Export order</b>					<b>10</b>		
Foreign trade policy 2009 - 2014 Documents – ADS-commercial and regulatory documents; Transport Documents, Invoices, Bill of exchange, B/L, Shipping bill, certificate of origin-GSP, customs house agent; Pre-shipment Export Documents, Letter of Credit, Documents relating to it, Export Incentives, Export Houses Basics.								
Module 6	<b>Credit Risk Management: Export Credit Insurance</b>					<b>08</b>		

Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

**Recommended Books**

1. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai, 2016.
2. Khushpat S. Jain, Export Import Procedures & Documentation, Himalaya Publishing House, Mumbai, 2015.
3. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
4. Ram Paras, Exports: What, Where and How? Anupam Publications, New Delhi.
5. Francis Cherunilam, International Marketing -Himalaya Publication House
6. M. I. Mahajan - Export policy, procedure and documents - Snow White Publication.

Semester : III	Specialization : Banking Management	Semester Exam			L/W	Credits
Code : MBA21-315	Banking Operations Management	ESE	ISE	Total		
Subject Title			80	20	100	04
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To understand the basics of Banking and the emergence of Banking in India.</li> <li>• To get acquainted with the functionality of the Banks.</li> <li>• To know the meaning and use of commonly used technologies in Banking.</li> <li>• To make the students understand Banking accounts.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Ability to know the various functions of the bank</li> <li>• Ability to undertake the responsibilities of daily working of the bank</li> </ul>					
<b>Module 1</b>	<b>Introduction</b>					<b>10</b>
<p>Banking Basic Concepts, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy, Role Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking.</p> <p>Types of Banks &amp; Banking: Nationalized &amp; Co- Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking.</p>						
<b>Module 2</b>	<b>Regulatory Framework</b>					<b>10</b>
<p>Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized &amp; Cooperative Banks, Private Banks, Foreign Banks, Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment. Standard Books and registers to be maintained for different accounts.</p> <p>Funding &amp; Recovery: Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge &amp; Hypothecation, Recovery of loans, Non- Performing Assets, Effect of NPA on bank's profitability, Provision for NPAs.</p>						
<b>Module 3</b>	<b>Banking and Accounting of transactions</b>					<b>10</b>
<p>Concepts in Banking and Accounting of transactions: Accounting in banks, Bank Reconciliation Statement - Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given;</p>						
<b>Module 4</b>	<b>Final Accounts of Banking Companies</b>					<b>12</b>
<p>Final Accounts of Banking Companies: Requirements of Banking Companies as to Accounts and Audit; Principal Books of Accounts; Preparation of Vouchers, Cash receipt and payment entries, Preparation and Presentation of Financial Statements of Banks according to schedules in prescribed format.</p>						
<b>Module 5</b>	<b>Interest Computation</b>					<b>10</b>

Calculation of Simple Interest and Compound Interest -Fixed and Floating interest rates - Calculation of EMIs-Calculation of front end and back end interest-Calculation of Annuities-Interest calculation using products /balances, Amortization and Sinking Funds Bonds - Duration - Bond Pricing - Premium and Discount - Bond valuation rules preliminary method, definition of debt, rules on compounding in respect of loan accounts, penal interest etc		
<b>Module 6</b>	<b>Negotiable Instruments</b>	<b>08</b>
Meaning of negotiable instruments, Parties to Negotiable instruments, Promissory Note, Bills of Exchange-Types of Instruments of Credit; Due Date of a Bill, Cheques –Types of Cheques, Collection of cheques and other instruments, handling dishonored cheques. Demand Drafts...		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Banking Concepts &amp; Operations by Dr. E. B. Khedkar &amp; Dr. D. B. Bharati Himalaya</li> <li>2. The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House.</li> <li>3. Banking - E. Dharmaraj – SciTech Publications</li> <li>4. Management of Banking &amp; Financial Services, Padmalatha Suresh, Pearson Publication</li> <li>5. Fundamentals of Banking &amp; Finance- Dr. K. M. Bhattacharya- Himalaya Publications</li> <li>6. Development Banking &amp; Financial Intermediaries –Dr Vasant Desai-Himalaya Publications</li> <li>7. Indian Financial System – M Y Khan – Tata McGraw Hill</li> <li>8. Accounting and Finance for Bankers – Indian Institute of Banking &amp; Finance – Macmillan.</li> <li>9. Mudra Banking evam lokwitt (Money banking &amp; Public Finance) – Dr. S. N. Singh</li> <li>10. Indian Financial System-A. A. Avadhani.</li> <li>11. Modern Banking Theory &amp; Practices, D. Muraleedharan, PHI Learning Pvt. Ltd. New Delhi.</li> </ol>	

Semester : III	Specialization : Banking Management	Semester Exam			L/W*	Credits
Code: MBA21-316	Indian Banking Structure	ESE	ISE	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To introduce concept of <b>Indian Banking structure</b> to MBA students.</li> <li>To deal with practical case studies and prepare students to gain knowledge about banking industry.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Students will be able to gain insight into structure of Indian banking system</li> <li>Students will become familiar with international Banking environment</li> <li>Students will be in a position to gain favorable placements in banking sector.</li> </ul>					
<b>Module 1</b>	<b>Introduction to Banking System</b>					<b>10</b>
Origin of Banks, Indigenous Bankers & Money Lenders, Co-operative Banking, Regional Rural Bank, Foreign Banks, Developmental Financial Institutions(DFI), National Level Banks,						
<b>Module 2</b>	<b>Central and Commercial banks</b>					<b>8</b>
Central Banks- RBI as Central Bank, Its constitution, Its organizational structure, Functions of Central banks, Introduction to Reserve bank of India Act-1934.Introduction to Commercial Banks- Structure and classification of commercial banks						
<b>Module 3</b>	<b>Banking Instruments and Legislation</b>					<b>9</b>
Negotiable Instrument Act 1881.Cheque, Bill of exchange , Promissory note, Demand Draft, Trustee Business, Safe Custody, Performance of Government Transactions. Overview of Banking Regulation Act-1949.						
<b>Module 4</b>	<b>International Banking</b>					<b>12</b>
Introduction – Foreign exchange markets, Factors determining exchange rate, Forward margins, Premium & Discounts, Risk Management in International Banking, Facilities for Exports & Imports, Banking & NRI Accounts, EXIM Bank & ECGC						
<b>Module 5</b>	<b>Apex Banking Institutions.</b>					<b>10</b>
National Bank for Agriculture and Rural Development (NABARD) National Housing Bank (NHB) Small Industries development bank of India. (SIDBI) Industrial Development Bank of India (IDBI) Export Import Bank of India. (EXIM Bank).						
<b>Module 6</b>	<b>Modern Trends</b>					<b>11</b>
Social Banking, Lead Bank Scheme, Priority Sector Lending, Micro-credit & micro-finance, Banking Sector Reforms, Asset classification, Securitization, Capital Adequacy Norms, Universal Banking.						
<b>Recommended Books</b>	1. R. Bhaskaran (Indian Institute of Banking & Finance) - General Bank Management, MACMILLAN Publication.					

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|  | <ol style="list-style-type: none"><li>2. D. M. Mithani – Money Banking &amp; Public Finance - Himalaya Publishing House</li><li>3. D. Muraleedharan - Modern Banking Theory &amp; Practices, PHI Learning Pvt. Ltd. New Delhi.</li><li>4. Jyotsna Sethi and Nishwan Bhatia-Elements of banking and Insurance. Eastern Economy Edition.</li><li>5. M.L. JHINGAN- Money trade and Public Finance, Vrinda Publication.</li></ol> |
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Semester : III	Elective Core Systems Management	Semester Exam			L/W *	Credits
Code: MBA21-317	Management Information System	ESE*	ISE*	Total		
Subject Title		80	20	100	4	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To make the students understand the working at different levels of management and use of different information system at these levels.</li> <li>• To make students capable of understanding implementation of management information systems in different functional areas</li> <li>• To make students understand the importance and strategic use and advantage of MIS.</li> <li>• To make students understand reasons of success and failure of MIS and how change of work processes should be made successful during implementation of MIS.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Understanding of functional requirements MIS</li> <li>• Ability to coordinate between business and technology elements of the organization</li> <li>• Efficiency in smooth and successful implementation of MIS in any organization</li> </ul>					
<b>Module 1</b>	Scope and Objectives of MIS:					<b>08</b>
The role and importance of Information Systems, The place of Information Systems in the organization, The power of MIS, Uses of MIS.						
<b>Module 2</b>	<b>The Challenge of Information System:</b>					<b>12</b>
Computer literacy, Information system literacy. Information needs of different organization levels. Major types of information system in organization and relationship between them, enhancing management decision making. Decision, Support Systems (DSS) – understanding DSS, characteristics components, major DSS applications. Group decision support systems (GDSS), - elements, characteristics, enhancing group decision making using GDSS. Executive support systems (ESS) – role of ESS in the organization, developing ESS, benefits of ESS.						
<b>Module 3</b>	<b>Strategic Role of Information Systems:</b>					<b>10</b>
Strategic role of information systems, Information as a strategic resource, Concept of strategic information system. Contribution of information systems to pursue competitive strategies						
<b>Module 4</b>	<b>Information System Success and Failure:</b>					<b>08</b>
Major problem areas in information system, Principle causes of information system failure, Evolution of success of information systems. Appropriate strategies to implement the process.						
<b>Module 5</b>	<b>Application of MIS in Various Functional Areas:</b>					
Marketing Information Systems, Financial Information Systems, Human Resource Information Systems, Production Information Systems.						
<b>Module 6</b>	<b>Knowledge Management</b>					<b>10</b>

Introduction and difference between the terms data, Information and Knowledge, Need of Knowledge Management, Types of Knowledge, Impact of IT on Knowledge Management, Role of ICT in Knowledge Management.

**Recommended  
Books**

1. Management of Information systems – Gordon B. Davis & Margreth H. Olson
2. Management of Information systems – Jawadekar W.S.
3. Information Systems Management in Practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
4. Management of Information Systems – James A. O'Brien
5. Information System Concepts for Management – 4th Edition Lucas
6. Management of Information Systems – 2nd edition – Kroenke David.
7. Management of Information Systems – Organization and Technology by Kenenth C. Laudon, Jane P. Laudon.

Semester : III	Elective Core Systems Management	Semester Exam			L/W *	Credits
		ESE*	ISE*	Total		
Code: MBA21-318	ERP and SPD	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make the students understand the components and interrelations of ERP.</li> <li>To make students capable of implementation of ERP</li> <li>To make students understand the various elements and stages of System analysis and designing.</li> <li>To make students understand the role of Project Manager and the skills required to become successful in the role.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Understanding of technologies and interrelations of ERP</li> <li>Ability to analyse the business system and design ERP modules effectively</li> <li>Develop required skills to become successful Project Manager</li> </ul>					
Module 1	Enterprise Resource Planning					06
Introduction to ERP, Need of ERP, Advantages and Growth of ERP, Common ERP Myths, the Role of CIO.						
Module 2	ERP and Related Technologies					12
ERP and Related Technologies – Business Process Reengineering (BPR) - Business Process, Process Model of Organization, Reasons for Delay in Business Processes, Relevance of IT. BPR, ERP and IT. Supply Chain Management (SCM) - Concept, Supply Chain Performance: Achieving Strategic Fit and Scope. Introduction to Customer Relationship Management (CRM).						
Module 3	ERP Implementation In Detail					10
Implementation Basics, Implementation Cycle, Package Selection, Implementation Process, Project Team and other Stakeholders.						
Module 4	Introduction to System Development					08
Characters of a Software, SDLC, Role And Skills Required for Software Engineer and Software Project Manager						
Module 5	System Analysis					12
Problem Definition, Requirement Gathering (Fact Finding Methods), Requirement Modeling-Meaning And Tools (DFD, ERD, Decision Trees, Decision Tables)						
Module 6	System Design					12
Design of Input & Control, Design of Output, User Interface Design: Good Design, Design Issues, Features of Modern GUI, Design of Program Specification, Code Design						
Recommended Books	1. Enterprise Resource Planning -Alexis Leon					

	<ol style="list-style-type: none"><li>2. ERP Ware : ERP Implementation Framework -V.K. Garg &amp; N.K. Venkatkrishnan</li><li>3. ERP –Leon</li><li>4. ERP Concepts and Planning -Garg &amp; Venkatkrishnan</li><li>5. ERP - Dr. Milind Oka</li><li>6. Modern System Analysis and Design -Jeffrey A. Hoffer, Joey F. George, Goseph S. Valacich</li><li>7. System Analysis &amp; Design -Elias Awad</li><li>8. System Analysis &amp; Design methods -Whiten, Bentley</li></ol>
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Semester : III	Elective Core : Production and Materials Management	Semester Exam			L/W	Credits
		ESE*	ISE*	Total		
Code: MBA21-319	Purchasing and Inventory Management	80	20	100	04	04
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students understand how to use basic concepts, strategies and techniques to analyze a variety of inventory systems and make optimal decisions for the improvement of these systems.</li> <li>In addition, we emphasize the practical implementation of the strategies and techniques that are taught in this course.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.</li> <li>Apply various purchasing method and inventory controlling techniques into practice.</li> <li>Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.</li> </ul>					
<b>Module 1</b>	<b>Introduction</b>				<b>10</b>	
Meaning and Scope, Objectives and Significance of Materials Management; Material Management other Areas of Management Functions						
<b>Module 2</b>	<b>Purchasing Management</b>				<b>10</b>	
Objectives and Functions of Purchasing Department; Purchase Policy and Procedure; Negotiations; Purchase of high Capital Equipment and there Feasibilities. Supply Chain Management. Implementation of Supply Chain Principles within a Company, Value Analysis, Purchasing Research, Price Forecasting, Forward Buying, Make or Buy Decision						
<b>Module 3</b>	<b>Suppliers Selection</b>				<b>10</b>	
Vendor Rating and Vendor Rating Techniques, Vendors Development and Vendors' Relationship.						
<b>Module 4</b>	<b>Inventory Management</b>				<b>12</b>	
Different Costs of Inventory, Optimal Order Quantity, EOQ, Inventory Models with Purchase Discounts, Buffer Stocks, Fixed Order Period Model, Safety Stocks, Optimum level of Safety Stock, Inventory Control, Elements of Effective Inventory Control, Advantages, Procedure for setting up an Efficient Inventory Control System; V.E.D. Analysis, S.D.E. Classification; F.S.N. Analysis; X.Y.Z. Analysis, Logistics Management and its link with Inventory Control and other Areas, ABC Analysis: Meaning, Simple Numerical of ABC Analysis						
<b>Module 5</b>	<b>Stores Management</b>				<b>10</b>	
Purpose of Store Management, Location and Layout, Cost Aspects and Productivity. Problems and Developments .New Developments in Storing. Evaluation of Materials Management: Organization,						

Difficulties, Process and Criteria, Reporting and Purchasing		
<b>Module 6</b>	<b>Codification, Standardization and Computers in Material Management</b>	<b>08</b>
Basis of Codification, Characteristics of Good Coding System, Types of Coding, Standardization and its Benefits. Computers in Material Management: Electronic Computer, Integrated Computer System for Materials Management, Material Planning		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Production and Operations Management – S.A. Chunawala and D. R. Patel, Himalaya Publishing House</li> <li>2. Production and Operations Management – K. Ashwathappa and K. Shridhar Bhat, Himalaya Publishing House</li> <li>3. Industrial Engineering and Management – O. P. Khanna, Dhanpat Rai Publications</li> <li>4. Purchasing and Supply Chain Management – Leanders Johnson</li> <li>5. Purchasing and Supply Management - Dobler and Burt</li> <li>6. Sourcing and supply chain management- Handfield, Moncza, Gunipero, Cenage Learning</li> <li>7. Handbook of Materials Management – Gopalkrishnan</li> </ol>	

Semester : III	Elective Core : Production and Materials Management	Semester Exam			L/W	Credits
		ESE*	ISE*	Total		
Code: MBA21-320	Production Logistics Management	80	20	100	04	04
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students understand how the knowledge of materials management can be an advantage to logistics and supply chain operations.</li> <li>To sensitize the students on the materials management functions – Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping and Distributing, and Standardizing.</li> <li>To realize the importance of materials both in product and service.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Identifying the scope for integrating materials management function over the logistics and supply chain operations.</li> <li>Integrate the organization wide materials requirement to develop an overall plan (MRP).</li> </ul>					
Module 1	Logistics and Supply Chain Management				10	
Meaning and Objectives, Role and importance of logistics and supply chain in business. Activities of logistics. Principles of supply chain management, Logistics interfaces with other functional areas, Service driven logistics systems, Supply chain as a competitive advantage, Collaborative buyer-seller relationships						
Module 2	Inventory Management in Global Supply Chain Management				10	
Supply Chain Security, Critical tasks of logistics and supply chain managers.						
Module 3	Warehousing				10	
Importance of warehousing, warehousing decisions, layout and design principles of ware house, packaging and its importance, packaging materials, material handling equipments used in warehouses						
Module 4	Technology in SCM				12	
Role of information in supply chain, managing supply chain information, technology used to implement supply chain, role and importance of IT in supply chain, Ecommerce as a tool to world class supply chains						
Module 5	Transportation				10	
Logistical Objectives of Transport, Transportation strategy, transport documentation, Transportation Economics and pricing, transport cost considerations. Lean Supply Chain Management: Characteristics of lean supply system, inventory investment, MRP as tool to control dependent demand inventory						
Module 6	Outsourcing				08	
Need for outsourcing logistics, 3 PL and 4 PL service providers, considerations for hiring 3PL and 4						

PL service providers	
<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Logistics Management – S. K. Bhattacharaya</li><li>2. Business Optimisation through Supply Chain Management – Anand Sharma</li><li>3. SCM in 21st Century – B. S. Sahay</li><li>4. Supply Chain Management - K. Sridhar Bhat - Himalaya Publishing House</li><li>5. A Logistics approach to Supply Chain Management – John Coyle, Langley–Cenage Learning</li><li>6. Manufacturing Planning and control for Supply Chain Management – Vollmann, Berry</li><li>7. Designing and Managing the supply chain - David Simchi, Levi &amp; Philip Kaminski, McGraw-Hill Companies Inc., 2000.</li></ol>

Semester : III	Elective Core : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
		ESE*	ISE*	Total		
Code: MBA21-321	Fundamentals of Agriculture & Co- Operative Management	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students understand about Agriculture sector</li> <li>To make students understand about the cooperative institutions</li> <li>To make students understand the importance of cooperatives in the economy</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Students will be able to appreciate the role of Agriculture sector and cooperative organizations in the economy</li> </ul>					
Module1	Utilization of Land and Cropping pattern Natural Environment					10
Geographical situation, Physical features. Problems of soil Erosion: - Types of soil Erosion, water erosion, wind erosion. Land resources, Classification of land, Cultivated Area, Cropping Pattern						
Module2	Agriculture Input Technology					10
Irrigation: - need, role, development. Manures and Fertilizers: Soils and Losses of Nutrients, Nature and Function of Manures, Chemical fertilizers: - Types, time of application						
Improved seeds and plant protection measures. Improved seeds - Importance, varieties. National Seeds Corporation. Plant protection measures: - causes of plant diseases, Measures						
Module3	Agricultural Labour					10
Definition of Agricultural labour, Characteristics, Special Programs for agriculture labour, Lines of improvement of landless labour						
Module4	Introduction of Co-operation					10
Co-operation concept, definition and principal of co-operation. Relevance and significance of Co-operative Law. Growth of co-operative movement in India. Co-operative Management - Introduction of co-operative management. General Body of Members. Requisite of meeting. Board meetings/managing committee meetings. Committees of the Board. Power and duties of the chairman. Board of Directors and the executives. Successful functioning of Board of directors. Unique features of co-operative Management.						
Module 5	Agri. and Non-Agricultural Co-operatives in India					10
Self Help Groups. Consumers Cooperatives. Marketing Co-operatives. Co-operative Housing.						
Module 6	Co-operative Banks at Different Levels in Maharashtra					10
State co-operative Bank (SCB), Land Development Bank (LDB), District Central Cooperative Bank (DCCB), Primary Cooperative credit societies (PCCS), Maharashtra State Co-operative Bank, National Housing Bank, Regional Rural Banks						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Co-operative Management Pattern. - Ansari A.A.-</li><li>2. New Dimensions of Co-operative Management.- Akarnat J.S.-</li><li>3. Co-operative Management and Administration. - Goel B.B.-</li><li>4. Professional Management for Co-operatives. - Sah A.K.-</li><li>5. Rural Development and Banking in India. - Ajit Singh-</li><li>6. Financing Small and Marginal Farmers through Co-operative Credit Structure. – Dandekar V.M.</li><li>7. Bank Finance Rural Development - Naidu L.K.</li><li>8. Agriculture problems of India - Mamoria</li></ol>
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Semester : III	Elective Core : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
		ESE*	ISE*	Total		
Code: MBA21-322	Agricultural Marketing	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students understand the factors involved in Agriculture produce marketing</li> <li>To make students understand the marketing agencies with respect to agricultural products</li> <li>To make students understand the role of Government in Agricultural marketing and Rural marketing</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Appreciate the unique approach expected to market the agricultural products</li> <li>Ability to set marketing environment for agriculture products and undertake rural marketing</li> </ul>					
Module1	<b>Agricultural Marketing and Market Structure:</b>				<b>10</b>	
<p>Introduction: Concept and Definition, Need and Scope, Need Differences in Marketing of agricultural and manufactured goods</p> <p>Market - Meaning, Components of market, Classification of Market, Growth of Markets. Market Structure -Meaning, Components of Market Structure.</p>						
Module2	<b>Agricultural Marketing Functions</b>				<b>10</b>	
<p>Marketing function:-Meaning and Classification. Packaging:-Meaning, Types, Packaging Materials and New inventions, IIP (Indian Institute of Packaging). Transportation: Advantages, Means of transportation, Transportation cost. Grading, Standardization and Quality Control:-AGMARK. Storage:-Meaning, Need, Risk in Storage, Storage Structure. Warehousing:-Meaning, Functions, Types. Processing and Value addition: Meaning, advantages. Market Information: Meaning, Importance, Types.</p>						
Module3	<b>Marketing Agencies, Institutions and Channels</b>				<b>10</b>	
<p>Introduction. Marketing Agencies. Marketing Institutions. Marketing channels: Definition, Marketing channels for:-cereals, Oilseeds, Pulses. Innovative marketing Channel:-farmers Markets. Contract Marketing:-Meaning, Advantages, types.</p>						
Module4	<b>Marketing of Farm Inputs:</b>				<b>10</b>	
<p>Theory of determination of input Price. Supply, demand, distribution, Marketing Pattern and Price policy of important farm inputs: Chemical fertilizers, seeds, Plant Protection chemicals (Pesticides), Electricity, Farm Machinery.</p>						
Module 5	<b>Government Intervention and Role in Agricultural Marketing</b>				<b>10</b>	
<p>Characteristics of Traditional Agricultural Marketing System. Directorate of marketing and Inspection. Regulation of Agricultural Marketing: Definition, Features, Classification. State</p>						

Trading: Objectives, Types.		
<b>Module 6</b>	<b>Rural Marketing:</b>	<b>10</b>
Introduction, Classification, Characteristics, Rural Consumer, Segmentation, Rural Product, Rural Price, Rural Distribution, Rural Communication.		
<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Integrated Rural Development - Arora R.C.</li><li>2. Politics and Society in Rural India - Mishra S.N.</li><li>3. Competitive Strategy - Porter, Michael E</li><li>4. Marketing Management - Philip Kotler</li><li>5. Indian Agricultural Economics -Myths and Realities - Rudra Ashok</li><li>6. Competing Against Time - Stalk George</li><li>7. Export Management - Prof. Laxmi Narayan</li></ol>	

**Semester IV**

<b>Semester: IV</b>	<b>Hard Core</b>	<b>Semester Exam</b>			<b>L/W*</b>	<b>Credits</b>
<b>Code : MBA21-401</b>	<b>Business Ethics &amp; Corporate Governance</b>	<b>ESE*</b>	<b>ISE*</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To illustrate importance of Business Ethics and corporate governance for achieving organizational goals and success of the organization</li> <li>• To relate Corporate Social Responsibility concept with societal problems.</li> <li>• To understand Role and Responsibilities of Directors in respect of Corporate governance</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Students will be able to differentiate between Ethical and Unethical practices in business and Develop more Ethical Business Practices.</li> <li>• Students will be able to administer the activities of workforce in Ethical perspective</li> <li>• Students will be able to create Ethical Code of Conduct for Ethical working environment of the organization in all functional areas.</li> </ul>					
<b>Module 1</b>	<b>Introduction to Business Ethics</b>					<b>10</b>
An overview of Ethics – Business Ethics – Concepts – Nature, Objectives, Need and benefits – Importance of Ethics in business. Stages of Ethical Consciousness. principles of business ethics, Factors affecting Business Ethics, Ethical Decision Making – Ethical Dilemma						
<b>Module 2</b>	<b>Theories of Business Ethics</b>					<b>10</b>
Introduction of values, characteristics of values, importance of values, business values, corporate values. Values & Value based Management						
Ethical theories- Metaethics, Normative Ethics - Teleological ethical theory, Deontological Ethical Theory, Contemporary Ethical Theories – Virtue Ethics, Feminist Ethics, Discourse Ethics, Postmodern Ethics.						
<b>Module 3</b>	<b>Ethics in Functional Areas.</b>					<b>10</b>
Ethical issues in Finance – Ethical issues in Marketing – Ethical issues in HR – Ethical Issues in Production and Operations – Ethics in Information Technology.						
<b>Module 4</b>	<b>Corporate Social Responsibility</b>					<b>10</b>
Corporate Social Responsibility & its Significance in Business – Concept of Social Audit & its Relevance Corporate Social Responsibility and corporate citizenship – Forms of CSR, Dimensions of CSR – Gandhian Philosophy of Wealth Management – Concept of Trusteeship.						
<b>Module 5</b>	<b>Corporate Governance.</b>					<b>10</b>

Introduction Definition of Corporate Governance Evolution of Corporate Governance Difference between Corporate Governance and Corporate Management Theories of Corporate Governance Models of Corporate Governance		
<b>Module 6</b>	<b>Roles and Responsibilities of Directors in Corporate Governance.</b>	<b>10</b>
Role of Directors, Responsibilities of Directors, Duties of Directors, Functions of the Board Committees of the Board, Corporate codes - Self-regulatory codes - Reports of committees on Corporate Governance - Kumara Mangalam Birla Committee Report , CII Report		
<b>Recommended Books</b>	7. Business Ethics – C. S. V. Murthy. 8. Business Ethics – Dr. A. K. Gavai, Himalaya Publishing House, New Delhi 9. Business Ethics- Andrew Crane & Dirk Matten. 10. Business Environment - Francis Cherunilam, Himalaya 11. Ethics in Management, Sherlekar – Himalaya Publishing, New Delhi. 12. Corporate Governance – H. R. Machiraju – Himalaya Publishing House 13. Business Ethics and Corporate Governance – Dr. S. S. Khanka – S. Chand Publication	

Semester : IV	Hard Core	Semester Exam			L/W*	Credits
Code : MBA21-402	Total Quality Management	ESE*	ISE*	Total		
Subject Title			80	20	100	04
Course Objectives	<ul style="list-style-type: none"> <li>To make students to understand about importance of Quality and Total Quality Management</li> <li>To make students to apply the tools and techniques of Quality Management</li> <li>To make students to analyse regarding the essential quality standards</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Students will be able to apply the Quality Concepts to improve work performance</li> <li>Students can find the relevance of the quality concepts while implementing in the organization</li> </ul>					
Module 1	<b>Introduction to Quality and Total Quality Management (TQM):</b>					<b>10</b>
Concept, importance, Quality movement in India, Dimensions of Quality, types of quality, quality and competitive advantage, concept of total quality management, principles of total quality management, Scope of TQM, benefits of total quality management, elements of total quality management						
Module 2	<b>Quality Philosophies and Quality Circle:</b>					<b>08</b>
Quality Gurus - W Edward Deming, Joseph M. Juran, Philip B. Crosby and Dr. Walter Shewart and TQM, Quality circles (QC)- concept, implementation of QCs, quality circles in India						
Module 3	<b>Total Quality Control and Continuous Improvement:</b>					<b>12</b>
Just-In-Time- JIT Philosophy, objectives, JIT methods, elements of JIT, Kanban System, implementation of JIT, benefits of JIT, Six Sigma -Concept, Implementation, Analysis of Six Sigma, KAIZEN - Concept, steps in continuous improvement process, requirements for a successful Kaizen program and benefits.						
Module 4	<b>Benchmarking and 5-S:</b>					<b>08</b>
Concept, Rationale of benchmarking, objectives, process, Benefits of benchmarking, Obstacles to successful benchmarking, types of benchmarking, concept, implementing of 5-S and benefits.						
Module 5	<b>Cost of Quality and Statistical Quality Control (SQC):</b>					<b>10</b>
Cost of Quality- Concept, purpose, profile, categories, benefits, problems in quality cost measurement, Statistical Quality Control concept, SQC for process control, acceptance sampling and advantages.						
Module 6	<b>TQM Models, QM System &amp; Audit:</b>					<b>12</b>
Malcolm Baldrige national quality award, European quality award, Australian quality award, Confederation of Indian Industries award, Rajiv Gandhi National Quality Award, the Golden Peacock National Quality Awards, IMC Ramkrishna Bajaj National Quality Award, Quality Systems, Quality management principles, ISO 9001: 2000, ISO 14000, Quality audit concept, Audit tools & techniques.						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Total Quality Management, Dr. D. D. Sharma, Sultan Chand &amp; Sons</li><li>2. Total Quality Management, K. Shridhar Bhat, Himalaya Publishing House</li><li>3. . Total Quality Management, Shailendra Nigam, Excel Books</li><li>4. Production and Operations Management, K. Aswathappa</li></ol>
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Semester : IV	Elective Core : Marketing Management		Semester Exam			L/W*	Credits
	Code: MBA21-403	Integrated Marketing Communication and digital Marketing	ESE*	ISE*	Total		
			80	20	100		
Subject Title							
Course Objectives	<ul style="list-style-type: none"> <li>To make students to study different promotion tools.</li> <li>To make students to understand and apply various promotional tools in business.</li> <li>To make students to apply tool related digital marketing</li> </ul>						
Course Outcomes	<ul style="list-style-type: none"> <li>Understanding importance and application of different promotional tool</li> <li>Learn and apply the concepts related to digital marketing</li> </ul>						
Module 1	Introduction to integrated Marketing Communication					08	
Integrated Marketing Communication, Evolution of IMC, A contemporary perspective of IMC, reasons for the growing importance o IMC, the tools of IMC, IMC planning process							
Module 2	Advertising Agency & Media Planning:					10	
Functions of advertising agencies, Client-Agency-Relationship, agency compensation, Campaign Planning and Creativity in Advertising, Media planning: Developing Media plan							
Module 3	Promotional mix elements					12	
Concept of sales promotion, growth of sales promotion, types of sales promotion, Concept of Direct Marketing, the growth of direct marketing, the role of direct marketing in the IMC program, Public relations- integrating PR into the promotional mix, Personal selling- role of personal selling in IMC program, advantages and disadvantage, e-commerce, the internet and integrated marketing communication							
Module 4	International Advertising and promotion					8	
Importance of International markets, the role of international advertising and promotion, International environment in advertising, global v/s Localized advertising, the roles of other promotional mix elements in international marketing							
Module 5	Digital Marketing					10	
Introduction to digital marketing, concept of search engine optimization (SEO), the operating mechanisms, introduction to search engine marketing (SEM), types of SEM, Social media marketing- Face book, You Tube, Twitter, LinkedIn							
Module 6	Google tools for digital marketer & Digital display advertising						
Introduction to Google tools- Google search console; Google keyword planner, Google AdWord Editor, Google conversion optimizer, Google alerts, Google maps, Google blogger, introduction to digital display advertisement, banner ads							
Recommended Books	1. Advertising and Promotion, George E Belch and Michel A Belch and Keyoor Purani, Tata McGraw Hill, 9th edition, 2010.						

	<ol style="list-style-type: none"><li>2. Foundations of Advertising, S. A. Chunawalla and K. C. Sethia, Himalaya Publishing House, 7th edition, 2009</li><li>3. Digital Marketing 2.0, Dr. Rushen Chahal &amp; Prof. Jayanta Chakraborti, Himalaya Publishing House Advertising Management, Rajeev Batra, John G. Myers and David A. Aaker, Pearson Education, 5th edition, 2009.</li><li>4. Advertising &amp; Sales Promotion, S. H. H. Kazmi and Satish K Batra, Excel Books, New Delhi, 2001.</li></ol>
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Semester : IV	Elective Core: Marketing Management	Semester Exam			L/W	Credits
Code: MBA21-404	Services and Retail Marketing	ESE*	ISE*	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To differentiate services from goods on the basis of various parameters.</li> <li>To recognize growth and importance Service Industry.</li> <li>To differentiate organized modern retail sector from traditional sector.</li> <li>To compile scope and opportunities in Service as well as Retail industry</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.</li> <li>Develop Ability to design modern retail store and apply visual merchandising techniques.</li> <li>Student should be able to develop Private Label and position it in the market.</li> </ul>					
<b>Module 1</b>	<b>Service Marketing</b>					<b>10</b>
Meaning, definition, Need & Importance of services, Distinction between services & goods, characteristics of services, Classification of services, Reasons for growth of the service economy.						
<b>Module 2</b>	<b>Marketing Mix for Service</b>					<b>12</b>
The seven P's –Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process, Service Demand & Supply.						
<b>Module 3</b>	<b>Marketing strategies for different services</b>					<b>08</b>
Financial, Insurance, Consultancy Services, Healthcare, Educational, Roadways, Railways Airline, Hospitality-Hotel, Travel, Tourism.						
<b>Module 4</b>	<b>Introduction to Retail</b>					<b>10</b>
Concept, Functions of retailer, Classification, Organized Retail, Types of retail formats – Store and Non-store, Franchising, Retail as a career, Drivers of retail change in India, Retailing scenario – Indian v/s Global Prospects of Retailing in India.						
<b>Module 5</b>	<b>Store Design</b>					<b>10</b>
Site Selection, Store Design – concepts, Exterior and Interior design elements, Store Front, Location of Departments, Feature Areas, Fixture Types, Layouts- Objectives, Factors, Types, Visual Merchandising						
<b>Module 6</b>	<b>Merchandise Management</b>					<b>10</b>
Retail Merchandising - Buying Function- The Merchandiser- role and responsibilities, Buyer – Role and responsibilities, Buying for different types of organizations, Process of Merchandise planning, Category Management, Private Labels.						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Service Marketing – Vasanti Venugopal, Raghu V.N, Himalaya Publishing House</li><li>2. Service Marketing &amp; Management –Dr. B. Balaji, S. Chand Publication</li><li>3. Service Marketing - Woodruffe, Helen. MacMillan India</li><li>4. Services Marketing - Zeithaml Valerie A, &amp; Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay, McGraw Hill</li><li>5. Retailing Management – Swapna Pradhan,, Tata Mc Graw Hill</li><li>6. Retail Management – Gibson Vedmani, Jaico Publishing House</li><li>7. Retail Management – Suja Nair, Himalaya Publishing House</li></ol>
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Semester : IV	Elective Core: Marketing Management	Semester Exam			L/W*	Credits
Code: MBA21-405	International Marketing	SEE*	CAE*	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• Introduce students to the laws and ethical standards that managers must abide by in the course of conducting business</li> <li>• Identify the legal constraints faced by the business professional as well as the legal options available to the business professional in responding to and resolving legal issues.</li> <li>• Current legal and regulatory issues will be stressed to students.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Identify the issues related to design and implementation of International Marketing Strategy</li> <li>• Relate and analyze factors affecting international marketing environment</li> <li>• Analyze the issues and challenges related to market entry and expansion strategies into foreign</li> </ul>					
<b>Module 1</b>	<b>International Marketing Planning</b>					
International marketing concept, objectives, Domestic v/s Global Marketing, underlying forces of international marketing, driving & restraining forces, changes & challenges, International Market Selection, Factors influencing, International Marketing, procedure Techniques – survey, interview techniques, Analysis of field data, Research report-International Marketing Planning and Control, Framework , marketing control ,Control sequence.						
<b>Module 2</b>	<b>International Marketing Environment</b>					
Economic environment, social environment, political & governmental, demographic, Technological, international trading environment, trade barriers, trading blocks, free trade agreement.						
<b>Module 3</b>	<b>International Product Planning and Pricing Decisions</b>					
Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; managing product line. Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.						
<b>Module 4</b>	<b>International Promotion Strategies</b>					
Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.						
<b>Module 5</b>	<b>International Distribution Decisions</b>					
Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors						

affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.	
<b>Module 6</b>	<b>International Policy, Procedure, Documentation And Issues</b>
India's Export – Import policy – EXIM Policy –promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents –Documents in Import Trade	
Issues In International Marketing: Ethics in International Marketing, social responsibility in international marketing, environmental issues, labor issues, Ecological concern issues.	
<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. International Marketing – Francis Cherunilam – Himalaya Publication house</li><li>2. International Marketing - Onkvisit Sak., and John J. Shaw - Tata McGraw Hill</li><li>3. Global Marketing - Keegan, Warran J. and Mark C. Pearson.</li><li>4. International Marketing Management – M. V. Kulkarni – Everest Publishing House</li><li>5. International Business – P. Subha Rao - Himalaya Publication house</li></ol>

Semester : IV	Elective Core : Financial Management	Semester Exam			L/W*	Credits	
	Code: MBA21-406	Financial System of India. Markets and services	ESE*	ISE*			Total
			80	20			100
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To introduce financial concepts to student Managers.</li> <li>To teach students application of Components Financial system</li> </ul>						
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Students will be able to take appropriate financial decisions after learning the subject.</li> <li>Students will become familiar with Financial Business Environment and know concepts of Indian Financial system</li> <li>Students will be ready with corporate requirements and attract favorable placements</li> </ul>						
<b>Module 1</b>	<b>Introduction to Indian financial system</b>				<b>10</b>		
<p>Overview of the Indian Financial System, Formal and Informal financial Sectors Pre and Post 1991 period, Recent developments in last five years, functions of Financial System, Components of the formal financial system, Organizational structure of the Indian Financial System. Interaction amongst financial system components.</p>							
<b>Module 2</b>	<b>Capital Market – Primary Market:</b>				<b>10</b>		
<p>Introduction to capital markets-functions primary market Public Issue, Right Issue and Private Placement, eligibility criteria for Company to issue IPO, Steps in Public Issue, Role of various agencies in public issue-Merchant Bankers, Underwriters, Brokers, Bankers to the Issue, Registrar to the Issue, Promotional agencies. Concept of Book Building. Prospectus and types of prospectus</p>							
<b>Module 3</b>	<b>Capital Market - Secondary Market</b>				<b>10</b>		
<p>Constituents of Secondary Market – Brokers, Sub Brokers, Depository, Custodians, Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on stock exchanges, Order types, cash/margin trading, Rolling Settlement, Role of Clearing House, Introduction to E-Trading. BSE Sensitive Index and NSE Nifty. OTCEI, Functions of SEBI</p>							
<b>Module 4</b>	<b>Introduction to Derivatives</b>				<b>10</b>		
<p>Introduction to Derivatives: Introduction to derivative market, history of derivative market - need for derivative market, Types of derivative market- Forward, Futures, Options &amp; Swap. Economic Benefits of derivative Markets. Distinct features of derivative markets.</p>							
<b>Module 5</b>	<b>Commodity Market, Money Market</b>				<b>10</b>		
<p>Introduction, Types of Commodity Market, Participants in commodity futures, Order Types on commodity market, Concept of money market, money market Instruments and its features Money</p>							

Market Intermediaries.		
<b>Module 6</b>	<b>Mutual Fund and Financial Services.</b>	<b>10</b>
Mutual Fund: History, Concept and role of MF, Fund structure and constituents, Types of Mutual fund Schemes Concept of SIP, STP, SWP, NAV. Overview of MF industry at present. Investment Services-Fund Raising Services, Advisory services		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Financial Institutions and Markets- Bhole, Tata McGraw Hills</li> <li>2. Indian Financial System- Khan M.Y. Tata McGraw Hills</li> <li>3. Financial Markets and Services- E. Gorden and K. Natarajan, Himalaya Publications</li> <li>4. Indian Financial System – Bharati V. Pathak Himalaya Publications</li> <li>5. Indian Financial System – H. R. Machiraju, Vikas Publication</li> <li>6. Indian Financial System – Dr. G. Ramesh Babu, Himalaya Publications</li> <li>7. Financial Markets and Institutions – Jeff Madure (Cengage)</li> <li>8. Indian Financial Market- Naliniprava Tripathy, PHI</li> </ol>	

Semester : IV	Specialization :	Semester Exam			L/W*	Credits
	Financial Management	ESE*	ISE*	Total		
Code: MBA21-407	Investment Management	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students aware of various investment avenues and evaluate their benefits in terms of returns and risks</li> <li>To make students knowledgeable of techniques to analyse various capital generating models and their benefits and limitations.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Ability to undertake investment decisions on the basis of appropriate analysis and evaluation in respect of Risk, Returns, Liquidity, etc.</li> </ul>					
Module1	<b>Introduction to Investment and its Avenues:-</b>					<b>12</b>
<p>1.1: Investment: - Meaning; nature and Objectives of Investment, Investment v/s speculation &amp; Gambling, Investment Process, Characteristics of Investment and Investment attributes.</p> <p>1.2:Avenues of Investment:-Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, Post Office Schemes, National Savings scheme, National Savings Certificates schemes.</p> <p>1.3 Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, Gilt-edged securities.</p> <p>1.4 Other Avenues- Units of MF, Life Insurance, Real Estate</p>						
Module2	<b>Risk and Return Analysis</b>					<b>06</b>
<p>2.1: Risk and Return Analysis:- Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk, Risk- returns trade off and precautions to minimize the risk.</p>						
Module3	<b>Investment Management Framework</b>					<b>06</b>
<p>3.1:Investment Management Framework:- Review of investment avenues, Specification of Investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation</p>						
Module4	<b>Analytical Framework for investment in Shares</b>					<b>14</b>
<p>4.1: Valuation of shares: Fundamental Analysis-Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical analysis</p> <p>4.2: Portfolio Analysis: Meaning, Markowitz Portfolio Selection Model -Portfolio Selection, Feasible set of portfolios, Efficient set of portfolios- The Efficient Frontier, Selection of optimal portfolio.</p> <p>4.3: Capital Asset Pricing Model-Meaning and components</p> <p>4.4: Random Walk Theory: Assumptions of Random Walk Theory, Random Walk and Efficient Market, Hypothesis- Weak, semi-strong, strong market and its testing techniques.</p>						

4.5: Factors Models and Arbitrage Pricing Theory:- Arbitrage Pricing Theory and its principles		
<b>Module5</b>	<b>Bond Valuation</b>	<b>12</b>
<p>5.1: Types and Features of Bond</p> <p>5.2 : Introduction to concept of Bond Valuation</p> <p>5.3: Bond Yields- Current Yield, Yield to Maturity</p> <p>5.4: Risk in Debt</p> <p>5.5: Bond Portfolio Management</p> <p>5.6: Equity Valuation:- Meaning, concept of Present Value, Share Valuation Models, Multiplier approach to Share Valuation</p>		
<b>Module6</b>	<b>Investment plans for individuals at various life cycle stages</b>	<b>10</b>
<p>6.1 : Meaning and Rewards of Financial Planning</p> <p>6.2 :- Steps in Financial Planning Process,</p> <p>6.3 : Financial Planning for Life time</p> <p>6.4: Planning Environment and Determinants of Personal Income</p> <p>6.5: Preparation of financial plan considering different investment avenues</p>		
<p><b>Practical Problems should be covered on</b></p> <ul style="list-style-type: none"> <li>• Risk and Return</li> <li>• Valuation of Bonds and</li> <li>• Preparation of Investment plans for Individuals at various stages of life cycle.</li> </ul>		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Investment Analysis and Portfolio Management – Prasanna Chandra- TMG Hills.</li> <li>2. Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Pub.</li> <li>3. Investment Management - V. A. Avadhani, Himalaya</li> <li>4. Portfolio Management – Samir Barua, J. R. Varma, V. Raghunathan Himalaya Publication</li> <li>5. Personal Financial Planning Guide - Ernst and Young’s Cennage</li> <li>6. Investment Management – Preeti Singh - Himalaya Publication</li> <li>7. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon Prentice Hall.</li> <li>8. Modern Investments and Security Analysis – Russell J. Fuller &amp; James L. Farrell, Jr.</li> <li>9. Investment Analysis and Portfolio Management- M. Ranganathan and R. Madhumathi Pearson</li> </ol>	

Semester : IV	Specialization :	Semester Exam			L/W*	Credits
	Financial Management	ESE*	ISE*	Total		
Code: MBA21-408	International Finance	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make the students understand the foreign exchange market and the policies regarding the same.</li> <li>To make students knowledgeable in respect of international financial markets and various terminologies and mechanisms adapted in operating the same</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Ability to consider global financial markets and deal in foreign exchange appreciating the policies and the rate mechanism in force at the time of dealing in the same.</li> </ul>					
Module1	<b>International Business Environment</b>					<b>08</b>
Concept of International Finance, Scope of International Finance, Importance of International Finance, Nature and characteristics of International Business, Globalization and India's financial sector reforms						
Module2	<b>World Financial Markets and Institutions</b>					<b>12</b>
International Banking, International Bond Market, International Equity Market, Introduction to NASDAQ, NYSE, Tokyo Stock Exchange, London Stock Exchange, Introduction to ADR and GDR						
Module3	<b>Foreign Exchange Market &amp; Rate Mechanism</b>					<b>10</b>
Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate, Exchange rate quotations, Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate, Behavior- Purchasing Power Parity, Interest Rate Parity						
Module4	<b>Risks in International Operations</b>					<b>08</b>
Exchange rate risk, Interest rate risk and political risk, Techniques of covering risks- Internal and External.						
Module 5	<b>Balance of Payment</b>					<b>10</b>
Introduction, Presentation of Balance of Payments, Importance of BOP, Limitations of BOP, Methods to correct adverse Balance of payment, BOP position of India in recent years						
Module 6	<b>Financial Management of the Multinational Firm</b>					<b>12</b>
Foreign Direct Investment , Cost of Capital and Capital Structure of a Multinational Firm , Multinational Capital Budgeting , Multinational Cash Management , Country Risk Analysis, International Taxation, Double Taxation Avoidance Agreements						
<p><i>Practical Problems should be covered on:</i></p> <ul style="list-style-type: none"> <li>Exchange Rate quotations and arbitrage</li> </ul>						

- Determination of exchange rate in spot market and forward market.
- Techniques of covering risks
- Multinational Capital Budgeting

**Recommended  
Books**

1. International Financial Management- P.K Jain & others.- TMG Hills
2. International Finance – P. G. Apte TMG Hills
3. International Financial Management- Cheol Eun & Burce Resnick, Tata McGraw Hills
4. Finance of International Trade – Alastair Watson, Paul Cowdell (Cengage)
5. International Corporate Finance- Madura (Cengage Learning)
6. International Finance – Mihir Desai ( Wiley India Edition)
7. Exchange Control Regulations – Nabhi, Nabhi Publications New Delhi
8. Global Business Finance- V. A. Avadhani Himalaya Pub.

Semester : IV	Specialization : Human Resource Management	Semester Exam			L/W	Credits
		ESE*	ISE*	Total		
Code: MBA21-409	Industrial Relations and Labour Laws	80	20	100	04	04
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To provide knowledge regarding the legislative framework in respect of workforce and industrial relations.</li> <li>To provide knowledge regarding terms and conditions related to compensation and employee welfare</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Ability to operate within the legislative framework applicable to various levels of employees and types of industries.</li> <li>Ability to handle grievance and disputes as per the legal procedures</li> </ul>					
Module 1	Industrial Relations					10
Concepts, Definition, Actors to Industrial relations, Approaches to Industrial Relations, Collective bargaining- meaning, definition, importance, types. Workers participation: Concept & meaning, Aims & objective, Forms & levels of participation						
Module 2	Industrial Disputes					8
Definition, Causes of Industrial Disputes, Types of disputes, Prevention of disputes, Settlement of Industrial Disputes. Provisions related to Industrial Disputes Act, 1947.						
Module 3	Grievance & Disciplinary Procedure					12
Characteristics of grievance, Need for Grievance procedure, Causes, Grievance procedure, Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure.						
Module 4	Legislations to Factory					10
<ol style="list-style-type: none"> <li>Factories Act 1948.</li> <li>Industrial Employment standing order Act 1946</li> <li>The Trade Unions Act 1926,</li> </ol>						
Module 5	Wage Legislation					12
<ol style="list-style-type: none"> <li>Minimum wages Act 1948</li> <li>Payment Of wages Act 1936</li> <li>Payment of Bonus Act 1965</li> </ol>						
Module 6	Social Security Legislations					10
<ol style="list-style-type: none"> <li>Provident Fund Act 1952</li> <li>Payment of Gratuity Act 1972</li> </ol>						

3. The Employees Pension Scheme 1995

4. The Maternity Benefit Act, 1961

**Recommended Books**

1. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
2. Mamoria C.B, Dynamics of Industrial relations, Himalaya Publishing House
3. Michael R Carrel and Christina Heavrin, Labour Relations and Collective Bargaining- Private and Public Sectors, Merrill.
4. PRN Sinha, Industrial Relation, Trade Union, Labour Legislations, Person Education.
5. Pramod Verma, Management of Industrial relations, Reading and Cases, Oxford and IBH Publications.
6. Sharma A. M., Industrial Jurisprudence and Labour Legislation, HPH.
7. Singh B.D, Industrial Relations – Emerging Paradigms, Excel Books.
8. Srivastava S.C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd
9. V. S. P. Rao.- Human Resource Management, HPH.

Semester : IV	Specialization : Human Resource Management	Semester Exam			L/W	Credits
	Code: MBA21-410	Competence Based HRM.	ESE	ISE		
Subject Title				80	20	100
Course Objectives	<ul style="list-style-type: none"> <li>The objective of the course is to enable the students to understand the competency framework, competency based management system</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Students will understand the competency based HR practices and its impact on individual and organization's performance</li> <li>Students will be able to analyze, and implement the competency concepts at various levels in the organization</li> </ul>					
<b>Module 1</b>	<b>Competency Management</b>					<b>08</b>
Introduction to Competency Management; Competency Model-Types of competencies; Competency framework- Competency Dictionary, Competency Band Matrix, Job Competency Profile, Competency Assessment Tools; Competency based HR Processes; Assessment and Development Centers						
<b>Module 2</b>	<b>Human Resource Development</b>					<b>08</b>
Definition, Objectives, Principles, Dynamics factors around HRD, Aligning HRD functions to business goals, Challenges to HRD.						
<b>Module 3</b>	<b>Competency based Training and Development</b>					<b>10</b>
Analyzing Organisational Needs; Training Objectives; Right Conditions for Training; Selection of right type of training methodology; New Trends in Training.- Orientation, Basic skills, Team training and Cross training, Diversity Training						
<b>Module 4</b>	<b>Performance Appraisal</b>					<b>12</b>
Purpose, developing effective appraisal program – Performance standards, Compliance with law, who should appraise Feedback training, Training appraisals. Appraisal Interviews, Potential Appraisals- Concepts, Steps, Indian companies appraising potential.						
<b>Module 5</b>	<b>Base Compensation and Competency based compensation</b>					<b>12</b>
Concept, Objectives, Components of Remuneration – Financial & Non-financial. Factors influencing compensation levels, wage policy in India – Minimum wage, Fair wage and living wage; Incentives- Concept, Incentives for professional employees; Types of Fringe Benefits. Linkage between competencies and Rewards						
<b>Module 6</b>	<b>Information Technology in Human Resources</b>					<b>10</b>
HR Transformation in the digital age; Goals of implementing an HRMS; Types of HRMS; Choosing the right HRMS Solution; Components of HRMS; HRMS Modules; Implementation of an HRMS; HR Portals; Current Trends- Information technology in Human Resources						
<b>Recommended</b>	1. Competency based HRM: A strategic resource for competency mapping,					

<b>Books</b>	assessment and development centres - Ganesh Shermon (McGraw Hill Education) 2. Human Resource Management - Sharon Pande, Swapnalekha Basak (Vikas Publishing House Pvt. Ltd) 3. Essentials of Human Resource Management--- P. Subba Rao (Himalaya Publication) 4. Advanced Human Resource Management - S.C Gupta (Ane's Books Pvt. Ltd.) 5. Training and Development - G. Pandu Naik (Excel Books) 6. Human Resource Management, - Snell, Bohlander, Vohra (Cengage Learning) 7. Human Resource Management - V. S. P. Rao (Excel Books)
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Semester : IV	Elective Core: Human Resource Management	Semester Exam			L/W*	Credits
		Code: MBA21-411	International Human Resource Management	ESE		
Subject Title			80	20	100	04
Course Objectives	<ul style="list-style-type: none"> <li>To describe the concepts &amp; major functions of International HRM</li> <li>To understand facts and ideas in International HRM and differentiate it from Domestic HRM</li> <li>To apply the knowledge studied from International HRM and relate it with the facts into the corporate.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Students will understand the HR practices followed in the global context</li> <li>Students will be able to analyze systematically and understand the differences in the HR functions according to the nationality, nature of business and strategy adopted.</li> </ul>					
<b>Module 1</b>	<b>Introduction to IHRM &amp; Culture</b>					<b>10</b>
Concept of Expatriate; IHRM concept & IHRM Model; Domestic Vs International HRM; What is culture; Cultural Sensitivity; Hofstede's Model of four cultural dimensions						
<b>Module 2</b>	<b>International Recruitment and Selection</b>					<b>10</b>
Recruitment- Recruitment at Macro Level- (International staffing approaches); Recruitment at Micro Level; Recruitment Techniques; Selection- Selection Techniques; Causes of Expatriate failure						
<b>Module 3</b>	<b>International Training &amp; Development and Performance Appraisal</b>					<b>10</b>
Areas of Global Training; Expatriate Training (Cross Cultural Training); Language Training; Global Mindset Training; Pre-Departure Training; Training for Expatriate; International Team Training; Challenges of International Performance Management; Areas to be appraised; Systems of Performance Appraisals; Making Performance Appraisal effective.						
<b>Module 4</b>	<b>International Compensation Management</b>					<b>12</b>
Objectives of International Compensation; Complexities in International Compensation Management; Factors affecting International Compensation; Components of International Compensation; Approaches to International Compensation Management; Compensation approach in various countries						
<b>Module 5</b>	<b>Repatriation - Re-entry and Career Issues</b>					<b>10</b>
Repatriation process; Individual reactions to re-entry- Job related factors, Social factors; Multinational responses; Designing a repatriation program						
<b>Module 6</b>	<b>International Industrial Relations</b>					<b>08</b>
<del>Concerns of Trade union in Multinational Companies; Quality Circles and Participative Management; Shifts in Industrial Relations in the global context</del>						
<b>Recommended</b>	1. International Human Resource Management--- P. Subba Rao (Himalaya					

<b>Books</b>	Publication) 2. International Human Resource Management--- K. Ashwathappa, Sadhna Dash (Tata McGraw Hill Education) 3. International Human Resource Management--- Peter J. Dowling, Marion Festing, Allen D. Engle (Cenage Learning) 4. International Human Resource Management--- Dr. Nilanjan Sengupta, Dr. Mousumi Bhattacharya (Excel Books) 5. International Human Resource Management--- Peter Dowling, Denice E. Welch (THOMSON Learning)
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Semester : IV	Specialization : Tourism and Hospitality Management	Semester Exam			L/W	Credits
Code: MBA21- 412	Accommodation Management	Theory	I A	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels.</li> <li>• To make the learner to understand about the operation and the management of Housekeeping department in hotel.</li> <li>• The learner shall be competent for handling Accommodation management processes and procedures in hospitality Industry.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Ability to undertake front office activities in accommodation efficiently and ensure excellent hospitality towards customers</li> </ul>					
<b>Module1</b>	<b>Introduction</b>					<b>08</b>
<p>Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview. Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc.</p> <p>Introduction To Facility Management: Scope and meaning of facilities management - Importance of Facility management in Hotels - Growth of Facilitate management.</p>						
<b>Module2</b>	<b>Housekeeping Functions</b>					<b>12</b>
<p>Duties &amp; Responsibilities of Housekeeping department: Executive Housekeeper, Asst. Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs.</p>						
<b>Module3</b>	<b>Infrastructure Management</b>					<b>12</b>
<p>Interior decoration &amp; design: Elements and Purpose-Fixtures &amp; Furniture's-Carpets: Curtains &amp; draperies, valances, swag- Window cleaning – Equipment and Agents.</p> <p>Floor Lighting: Classification / type - Lighting for the guest rooms &amp; public areas. Different types of windows</p> <p>Colours-Managing Inventories: Colour Wheel - Colour Schemes - Psychological effects of colour. Linen &amp; Uniforms-Cleaning equipment's &amp; Agents Budget Process-Safety &amp; Security-pest control-Safety and security.</p> <p>Soft furnishing &amp; Accessories: Types, use &amp; care of soft furnishing.</p> <p>Role of accessories: Floor, Floor finishes &amp; wall carving- Classification / types - Characteristics - Selection criteria - Cleaning Procedures – care &amp; maintenance - Agents used, polishing / buffing- Floor seals.</p>						

<b>Module4</b>	<b>Hospitality Personnel Management</b>	<b>10</b>
Managing Human Resources:-Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline.		
<b>Module5</b>	<b>Green Hospitality</b>	<b>08</b>
Eco housekeeping-Horticulture-Contemporary spas-Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector Legal Concerns for Front Office Operations - Guest Safety - Guest Privacy - Guest Removal - Guest property - Guest Non-payment - Illness and death of a guest.		
<b>Module 6</b>	<b>Practical</b>	<b>10</b>
Preparing training modules for entry level (GRA) employees. Designing a customer feedback form. Implementation of time and motion study (study of a given area) Conducting a market research for identifying customer needs.		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. Managing facility by Christine Jones - Hotel facility planning by Tarun Bansal Hotel housekeeping Operations and Management - by G. Raghubalan.</li> <li>2. Hotel housekeeping Operations and Management by G Raghubalan</li> <li>3. The Professional Housekeeper by Georgina Tucker</li> <li>4. Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc GrawHill Publishers, New Delhi, Edition 2,2005.</li> <li>5. Hotel Front office &amp; Operations management, Oxford University Press, Jatashankar R.Tiwari</li> <li>6. Managing the Lodging Operations by Robert Christie Mil</li> <li>7. Commercial Housekeeping &amp; Professional Front Office management by Robert H. Woods</li> </ol>	

Semester : IV	Specialization : Tourism and Hospitality Management	Semester Exam			L/W	Credits
Code: MBA21-413	Facility and Security Management	Theory	I A	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>Describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design</li> <li>Organization and Management of Maintenance department</li> <li>Describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel.</li> <li>Explain how Green Management practices can contribute to the overall sustainability of the hotel area.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Ability to manage all the facilities of the hospitality industry and ensure safe, secured and well maintained services provided to the customers</li> </ul>					
<b>Module1</b>	<b>Introduction to Facility Management</b>					<b>10</b>
Roleoffacilities–Costassociatedwithfacilities-Designconsiderations-Impactoffacilitydesignon facilitymanagement-Planningconsiderations-Planningofficearea,food&beverageserviceoutlet areas and service support areas- Management’s responsibilities towards facility management- Responsibilities of facility manager and facility department.						
<b>Module2</b>	<b>Maintenance Management System</b>					<b>10</b>
Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.						
<b>Module3</b>	<b>Heating, Electrical, Lighting and Laundry Systems</b>					<b>10</b>
Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment design factors - maintenance-emerging trends.						
<b>Module4</b>	<b>Environment and Sustainability Management</b>					<b>10</b>
Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships.						
<b>Module 5</b>	<b>Safety and Security Systems</b>					<b>10</b>
Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events						
<b>Module 6</b>	<b>The Security Department</b>					<b>10</b>

Role and functions of the Security Department, Traditional Responsibility, Court Mandated Standards – Physical or property related, Personnel Related, Administrative or procedure related.

**Recommended Books**

1. Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal  
Hotel housekeeping Operations and Management - by G. Raghubalan
2. Hotel Housekeeping Operations and Management by G. Raghubalan  
The Professional Housekeeper by Georgina Tucker
3. Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier.1998
4. John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management. Prentice Hall.2002
5. Parvinder S. Bali. Food Production Operations. Oxford.2009
6. Denney G. Rutherford and Michael J. O’Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc.2007
7. Krishna Arora. Theory of Cooking. Frank Bros. & Co.2010.
8. Managing the Lodging Operation – Robert Christie Mill, Pearson Education

<b>Semester : IV</b>	<b>Specialization : Tourism and Hospitality Management</b>	<b>Semester Exam</b>			<b>L/W</b>	<b>Credits</b>
<b>Code: MBA21-414</b>	<b>Hospitality and tourism Marketing.</b>	<b>Theory</b>	<b>I A</b>	<b>Total</b>		
<b>Subject Title</b>			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To educate concepts of Hospitality and Tourism Marketing</li> <li>• To teach importance of Customer service in Hospitality and Tourism industry</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Knowledge about Recent marketing Trends in Hospitality and Tourism industry</li> <li>• Application of marketing Mix for Hospitality and Tourism Businesses</li> </ul>					
<b>Module1</b>	<b>Marketing Concepts</b>					<b>10</b>
Concept and definition and its significance in tourism industry. Significance of service and characteristics of service marketing, Characteristics with Special Emphasis on Tourism Services, differentiation of product marketing and service marketing, Defining marketing mix, the 7 P's of marketing mix						
<b>Module2</b>	<b>Developing Marketing Opportunities and Strategies</b>					<b>10</b>
Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation- Targeting and Positioning for competitive Advantage						
<b>Module3</b>	<b>Marketing Mix in Tourism Industry</b>					<b>10</b>
Product: Definition and levels, nature of tourism product, Product life cycle (PLC). Branding concept and need of branding of a product for a tourism company.  Pricing: Definition and influencing factors; Major pricing strategies for products of tourism industry						
<b>Module4</b>	<b>Promotion</b>					<b>10</b>
Major tools of Promotion Mix- Word-of-Mouth Information, Advertising, Sales Promotion, Public Relation, Personal Selling; Importance of Advertising in Tourism, Selection of message and media, Media timing. Role of Digital Marketing in Hospitality and Tourism Role of Travel Agency and Tour Operator as intermediaries of Tourism Industry						
<b>Module 5</b>	<b>Managing Customer Service</b>					<b>10</b>
Factors affecting Customer Service, Service Gaps, Tangibles and physical facilities in Customer service in Hospitality Industry – Reliability, Responsiveness, Assurance, Empathy, Upward Communication, Standardization of Services, Managing Quality in Customer service						

Module 6	Destination Marketing	10
<p>Necessary attributes for an ideal tourist destination, Destination life cycle, Marketing strategy for promotion and development of a tourist destination. Destination planning and product diversification, marketing strategy in the new digital age —E business, E commerce and e marketing. Role of media in promotion of destination marketing.</p>		
<p><b>Recommended Books</b></p>	<ol style="list-style-type: none"> <li>1. Kotler, P, Bowen, J &amp; Makens, J : Marketing for Hospitality and Tourism, Prentice Hall</li> <li>2. Bisht, S.S. : Tourism Marketing, Market Practices in Tourism Industry, Sarup Book Publishers Pvt. Ltd.</li> <li>3. Holloway, J.C., Plant, P.V. (1988): Marketing for Tourism, Pitman Publishing, London</li> <li>4. Jha, S.M.: Tourism Marketing</li> <li>5. Stephan, F. et al (): Tourism Marketing and Management Handbook, Prentice Hall</li> <li>6. Wahab S. G. : Tourism Marketing, Tourism International Press</li> <li>7. Woodruffe, H. : Service Marketing, Macmillan India Ltd.</li> <li>8. Managing the Lodging Operation – Robert Christie Mill – Pearson Education</li> </ol>	

Semester : IV	Elective Core: International Business Management	Semester Exam			L/W*	Credits
		SEE*	CAE*	Total		
Code: MBA21-415	Global Marketing	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To gain experience in analyzing the marketing environment and marketing-related decisions for a firm entering non-domestic markets.</li> <li>Student will be able to discuss the process of international marketing from a strategic and operational viewpoint; and prepare an international marketing plan for a product.</li> <li>Student will be able to address how to conduct international market development, such as market segmentation, defining a target market segment(s), and a marketing mix to support targeted segments in the context of the firm's global environment.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Obtain an understanding of the globalization context for business</li> <li>Apply critical thinking skills to complex business problems</li> <li>Be able to use analytic skills in addressing business problems</li> </ul>					
Module 1	<b>Introduction to International Marketing</b>					
Concept, Importance of global marketing, driving and restraining forces affecting global integration and global marketing, global marketing environment-economic, social and cultural, political and legal.						
Module 2	<b>Analyzing and Targeting Global Marketing Opportunities:</b>					
Global customers- regional market characteristics, global buyers, the global marketing plan, global marketing information systems and research, segmentation, targeting and positioning.						
Module 3	<b>Global Product Decisions</b>					
Definition, classification, new products in global marketing development, product adoption, branding decisions, brand characteristics, packaging functions and criteria, international product life cycle, Marketing strategy: global brand and mega brands, marketing of services.						
Module 4	<b>International Pricing Decisions</b>					
Pricing concepts, environmental influences on pricing decisions, global pricing objectives and strategies, global pricing- three policy alternatives, transfer pricing, gray market goods, dumping.						
Module 5	<b>International Marketing Communication And Distribution</b>					
Marketing environment and promotion strategies, international promotion mix, global advertising and branding, global advertising content: the extension v/s adaptation, Media structure, planning media strategy, corporate advertising, personal selling, sales promotion, direct marketing, trade shows and exhibitions, sponsorship, promotion, public relations.						
Global Marketing Channels and Physical distribution: Channel objectives and constraints,						

distribution channel: terminology and structure, international channel and innovation, channel strategy for new market entry.	
<b>Module 6</b>	<b>Global marketing - Social Media And Digital Revolution</b>
Digital Promotion And Social Media, Marketing dimensions of social media, social media and international communication, social media around the world, social media success strategies in international marketing.	
<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Global Marketing Management – Keegan and Bhargava-Pearson</li><li>2. International Marketing – Francis Cherunilam – Himalaya Publication House</li><li>3. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill</li><li>4. International Marketing-Czinkota &amp; Ronkainen-Cengage Learning</li><li>5. International Business – P. Subha Rao - Himalaya Publication house</li></ol>

Semester : IV	Elective Core: International Business Management	Semester Exam			L/W	Credits
Code: MBA21-416	EXIM Management	ESE*	ISE*	Total		
Subject Title			80	20	100	4
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To make students aware regarding Foreign Trade policy and its impact on Export and import activities.</li> <li>To teach students the trends in India's Foreign Trade and government schemes for foreign trade</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Students will learn to Appreciate Government's policies and schemes in respect of EXIM Trade</li> <li>Students will learn to Appreciate the role of Financial institutions to support EXIM trade</li> </ul>					
<b>Module1</b>	<b>Foreign Trade Policy</b>					<b>10</b>
Introduction, objectives of new foreign trade policy, The Action Plan - special focus imitative, market diversification, technological up gradation, Highlights of Trade Policy – stable policy environment, EPCG scheme, different sectors, EOU's, wavier of incentives recovery on RBI						
<b>Module2</b>	<b>Trends In India's Foreign Trade</b>					<b>10</b>
Introduction, parameters of Indian foreign trade, foreign trade strategy, trade scenario, import of principal commodities, export of India, Indo-US, Indo-China trade, Indo-Japan, trade with ASEAN, impact of recession on Indian export.						
<b>Module3</b>	<b>Foreign Exchange Management in India</b>					<b>10</b>
Introduction, FEMA & FERA, objectives and scope of FEMA, powers of RBI, important provisions of foreign exchange management act, directorate of enforcement, recent measures of manage foreign investment, FDI, FPI, ECB, power of central government.						
<b>Module4</b>	<b>Export Promotion Scheme</b>					<b>10</b>
Introduction, Duty Drawback (DBK) Scheme- Scheme for AIR, brand rate of duty drawback scheme, procedure for claiming drawback, Duty Exemption Scheme – Advance Authorization & DFIA, Duty Remission Scheme- DEFB & DBK, Export Promotion Capital Goods (EPCG) Scheme , Export Infrastructure and Allied Activities, served from India scheme.						
<b>Module 5</b>	<b>Export Oriented Government Institutions</b>					<b>10</b>
Introduction, Export Development Authority (APEDA), functions, composition, Marine Products Export Development Authority (MPEDA) – structure, activities, work program, foreign policy regarding marine products, focus market scheme, international shows, export promotion council, handlooms (HEPC) and Apparel (AEPC), ITPO activities, Indian institute of foreign trade.						
<b>Module 6</b>	<b>Role of Financial Institution</b>					<b>10</b>
Introduction, RBI – working group to review the scheme of export credit, recommendation, RBI						

action, RBI and global slow-down, EXIM bank of India – objectives, functions, role, The Export Guarantee Corporation of India (ECGC) – functions, help to exporters, policies & guarantees, commercial banks

**Recommended  
Books**

1. EXIM Management – S. Soundain – MJP Publishers
2. Export policy, procedure and documents- M.I. Mahajan- Snow White Publication.
3. International Marketing Management – M.V. Kulkarni – Everest Publishing house
4. International Business- P. Subba Rao- Himalaya Publication
5. International Marketing – Francis Cherunilam – Himalaya Publication house
6. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill

<b>Semester: IV</b>	<b>Elective Core: International Business Management</b>	<b>Semester Exam</b>			<b>L/W</b>	<b>Credits</b>
<b>Code: MBA21-417</b>	<b>International Logistics</b>	<b>ESE*</b>	<b>ISE*</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To discuss the role and support of logistics for smooth conduct of international business.</li> <li>• To describe various modes of transportation systems supporting international trade.</li> <li>• To associate importance of inventory, packaging and warehousing in international logistics system.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Shall understand to decide appropriately regarding all elements of logistics to accomplish successful foreign trade procedure.</li> <li>• Students would learn regarding important steps and phases of international logistic system.</li> </ul>					
<b>Module1</b>	<b>Logistics Overview &amp; Marketing</b>					<b>10</b>
<p>Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration</p> <p>International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics</p>						
<b>Module2</b>	<b>Transportation Functionality And Principles</b>					<b>10</b>
<p>Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice.</p>						
<b>Module3</b>	<b>Containerization And Chartering Containerization</b>					<b>10</b>
<p>Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.</p>						
<b>Module4</b>	<b>Inventory Management And Packaging</b>					<b>10</b>
<p>Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking</p>						
<b>Module 5</b>	<b>Inventory Flow And Warehousing</b>					<b>10</b>

Approaches to Inventory Management in Global Supply Chain Management; Distribution Resource Planning; Symptoms of poor Inventory Management, Modeling in Supply chain: inventory models, safety stock determination for service level, Objectives and functions of warehousing; Warehousing evaluation and requirements; Warehousing location strategies		
<b>Module 6</b>	<b>Performance Measurement And Integrated Logistics</b>	<b>10</b>
Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance.		
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. International Marketing – Sak Onkvisit &amp; John J. Shaw, - Prentice Hall of India</li> <li>2. International Marketing - Gupta and Varshing, - Sultan Chand and Sons</li> <li>3. Logistic Management and World Sea Borne Trade – Multiah Krishnaveni, - Himalaya Publication</li> <li>4. Logistic and Supply Chain Management - Donald J. Bowerson, - Prentice Hall of India</li> </ol>	

Semester : IV	Elective Core: Banking Management	Semester Exam			L/W	Credits
Code: MBA21-418	E-Banking	ESE	ISE	Total		
Subject Title			80	20	100	4
Course Objectives	<ul style="list-style-type: none"> <li>To make the students conversant with e-banking products in terms of delivery, security and controls with reference to India</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Capability to explain and operate all types of E-Banking products and services safely and efficiently.</li> </ul>					
Module 1	<b>Introduction to Banking Technology</b>					<b>8</b>
Introduction to E-Banking-, Need for Bank computerization. Impact of Information Technology on Banking-Changing Financial Environment and IT as a strategic response, Centralized Banking System / Core Banking System						
Module 2	<b>Introduction to Electronic Banking</b>					<b>10</b>
Concept and Meaning, Evolution of E-Banking, Advantages, Disadvantages, barriers and Risks in e-Banking, Infrastructure components of E-banking						
Module 3	<b>Delivery Channels &amp; Payment Systems</b>					<b>12</b>
Delivery Channels-ATM, EFT, POS, Phone Banking, Internet Banking, SMS Banking, Mobile Banking, Credit/Debit Cards, Smart Cards, E-Commerce-Secure Electronic Transfer(SET), Payment Gateways (Credit card/Debit cards), Authentication of payments, etc.						
Module 4	<b>Security, Controls and Guidelines</b>					<b>10</b>
Security, Controls and Guidelines- Threats to Information System: i) Physical (Insiders/outside) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spamming, denial of service attacks, etc., Information System Security Measures, policy, controls.						
Module 5	<b>RBI Committee Reports</b>					<b>10</b>
Basel guidelines for E-Banking, various RBI Committee Reports on Information Systems.						
Module 6	<b>Managerial View of e-Banking</b>					<b>10</b>
Management Challenges –Customer Expectations, Security problems, Technological Challenges. Change Management, Managing relationship with customers, Problematic issues in E-banking Management						
Recommended Books	<ol style="list-style-type: none"> <li>Internet Banking &amp; Shopping by G Chapman</li> <li>E Banking &amp; emerging multidisciplinary processes – Mohommad Ali Sarla</li> <li>Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai.</li> <li>Banking with Technology, Uppal RK, New Century Publications, New Delhi</li> </ol>					

	<p>5. Information System for Modern Management Murdick RG, Ross JHE and Clagget JR Prentice Hall of India, New Delhi.</p> <p>6. E-Banking Management, Mahmood Shah &amp; Steve Clarke, Information Science Reference, (ISBN - 978-1-60566-252-7)</p> <p>7. Principles and Practices of Banking – Indian Institute of Banking &amp; Finance – Macmillan (ISBN : 023-063-611-X / 978-0230-63611-8)</p>
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Semester : IV	Elective Core: Banking Management	Semester Exam			L/W	Credits
		Code: MBA21-419	ESE	ISE		
Subject Title	Marketing of Financial Services	80	20	100	4	4
Course Objectives	<ul style="list-style-type: none"> <li>To know financial services.</li> <li>To understand marketing of financial services.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Ability to implement marketing strategies in financial services</li> <li>Ability to appreciate emerging trends in financial services marketing.</li> </ul>					
Module: 1	Financial Service					10
Evolution of Financial Services – Meaning of Financial Services – Various types of Financial Services, Fund based and Non-fund based – Significance of Financial Services – Growth of Financial Services in India – Emerging Trends in Financial Services – Constraints to the growth of Financial Services						
Module: 2	Market Segmentation for Banks					10
Introduction – Concept of Market Segmentation, Purpose of Market Segmentation of Banks, Importance of segmentation of banks, segmentation strategy, criteria of segmentation, stages of segmentation effective segmentation.						
Module: 3	Merchant Banking and Other Financial Services					10
Merchant Banking – Facets of Merchant Banking - Functions – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act – SEBI Guidelines Other Financial Services – Leasing and Hire Purchase – Factoring and Forfeiting – consumer Finance – Securitization – Venture Capital – Loan Syndication – Custodial and Depository Services – Credit rating.						
Module: 4	Marketing of Financial Services					10
Marketing of Financial Services – Categories of Financial Products – Insurance, Banks, Stocks, Mutual Funds, Pension Plans, other Savings Products – Financial Services Marketing Environment – Micro and Macro Environmental Forces –						
Module: 5	Marketing Mix for Financial Services					10
7 Ps for Bank – Product, Price, Place, Promotion, People, Process and Physical Evidence for Banks. Customer Relationship Management						
Module: 6	Marketing of International Banking Services					10
Introduction – Concept of International Marketing, salient features of International Bank Marketing, the International Marketing of services, letters of credit, sale and purchase of foreign currency, strategic marketing for international banking services.						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Financial Services, M. Y. Khan Tata McGraw Hill.</li><li>2. Indian Financial System Machiraju, Vikas Publishing House</li><li>3. Emerging Scenario of Financial Services E. Gordon and K. Natarajan Himalaya Publishing House, Mumbai.</li><li>4. Merchant banking and Financial Services S. Gurusamy, Cengage South – Western.</li><li>5. Financial Markets and financial services, Vasant Desai Himalaya Publishing house.</li><li>6. Bank Marketing - S. M. Jha Himalaya Publishing House</li><li>7. Services Marketing - S. M. Jha Himalaya Publishing House</li><li>8. General Bank Management, Indian Institute of Banking &amp; Finance- Macmillan Publication</li></ol>
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<b>Semester : IV</b>	<b>Elective Core: Banking Management</b>	<b>Semester Exam</b>			<b>L/W</b>	<b>Credits</b>
<b>Code: MBA21-420</b>	<b>Retail &amp; Universal Banking</b>	<b>ESE</b>	<b>ISE</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To enable the students familiarizing with operational aspects of retail Banking.</li> <li>• Developing suitable strategies to broaden the retail client base OF Banks.</li> <li>• Creating awareness regarding importance of retail banking as a growing and Profitable Segment of Banking.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Appreciate the role of Retail banking and ability to undertake the challenges and activities of retail banking.</li> </ul>					
<b>Module1</b>	<b>Retail Banking</b>					<b>10</b>
Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.						
<b>Module2</b>	<b>Types of Products</b>					<b>10</b>
Important Retail products: Home loans, Auto/vehicle loans, Personal loans, Educational loans - Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Billing Cycle, Credit Points; Other Products.						
<b>Module3</b>	<b>Retail Strategies</b>					<b>10</b>
Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels- Branch, Extension counters, Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Use of Technology for retail banking.						
<b>Module4</b>	<b>Recent Trends in Retailing</b>					<b>10</b>
Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities.						
<b>Module 5</b>	<b>Universal Banking</b>					<b>10</b>
Introduction, Definition, Evolution, Importance and Scope of Universal Banking. Comparison of Traditional and Universal banking, Concept of consumer finance. Merchant Banking, Non-Banking investment activities.						
<b>Module 6</b>	<b>Recent Trends in Universal Banking</b>					<b>10</b>
Universal banking and future of business lending, Recent trends in universal banking, challenges of universal banking in the Indian Context. Role of universal banking in securities business.						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. Fundamentals of Retail Banking Agarwal, O.P., Himalaya Publishing House, Mumbai.</li><li>2. Banking Marketing Jha, SM, Himalaya Publishing House, Mumbai</li><li>3. Indian Financial System, Khan, MY, Tata McGraw Hill Publishing Company Ltd., New Delhi</li><li>4. Modern Banking in India, Uppal;, R. K, &amp; Bishnupriya N, New Century Publications, New Delhi</li><li>5. Indian Institute of Banking &amp; Finance, Retail Banking, Mumbai</li><li>6. Banking Services and IT, Uppal, RK, New Century Publications, New Delhi</li><li>7. Introduction to financial Planning by Taxmann.</li><li>8. Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia.</li><li>9. Banking Theory and Practice – K. C. Shekhar, Lwekshmy Shekhar –S. Chand Publishing</li></ol>
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<b>Semester : IV</b>	<b>Elective Core Systems Management</b>	<b>Semester Exam</b>			<b>L/W*</b>	<b>Credits</b>
<b>Code: MBA21-421</b>	<b>Relational Database Management System</b>	<b>ESE*</b>	<b>ISE*</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To make the students understand the working at RDBMS as Back End Software.</li> <li>• To make students understand elements of Database Designing</li> <li>• To make students understand SQL commands</li> <li>• To make students understand use of Report writing interface to extract data from database in required format.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Understanding of overall working and capability of RDBMS software</li> <li>• Ability to design appropriate database for any organization after proper study of the organization</li> <li>• Efficiency in guiding database building and query handling for an organization</li> </ul>					
<b>Module 1</b>	<b>RDBMS Introduction</b>					<b>10</b>
History, Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.						
<b>Module 2</b>	<b>Modeling Techniques</b>					<b>10</b>
Different Types of Models, Hierarchical Database, Network Database, Relational Database Introduction, Comparison between HDB-NDB-RDB, ERD in detail, Codd's Rules;						
<b>Module 3</b>	<b>Relational Database Design</b>					<b>10</b>
Database Design – ER to Relational Functional dependencies, Normalization- Normal forms based on primary keys (1 NF, 2 NF, 3 NF, BCNF, 4 NF, 5 NF), Advantages and Disadvantages of Normalization, Anomalies						
<b>Module 4</b>	<b>SQL Basics</b>					<b>10</b>
Basic Structure, Data Types, Operators- Arithmetic, Logical, Comparison. Functions- Date- Sys_date, next_day, Add_months, last_day, months_between, Numeric- round, trunc, abs, ceil, cos, exp, floor Character- initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace Conversion- to_char, to_date, to_number. Miscellaneous- Uid, User, nvl, vsize, decode, rownum Group function- avg, max, min, sum, count						
<b>Module 5</b>	<b>SQL Commands</b>					<b>10</b>
DDL commands-Create, Alter, Drop, Truncate, Rename, Constraints DML Commands- Insert, Update, Delete with where clause. Queries- SELECT Statement with all clauses, Sub-queries and joins						
<b>Module 6</b>	<b>Report Writing</b>					<b>10</b>
Title, Btitle. Skip, set, pause, column, sql.pno, Break on, computer sum, set server output on.						

<b>Recommended Books</b>	<ol style="list-style-type: none"><li>1. An Introduction to Database</li><li>2. Mastering SQL- Martine Gruber-BPB</li><li>3. Database System Concept</li><li>4. Database System-Connollytm-Pearson</li><li>5. Database Management System-P K Gupta-PHI</li><li>6. An Introduction to Database System-Date C J-Pearson</li><li>7. An Introduction to Database System-Bipin Desai-Galgotia</li></ol>
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Semester : IV	Elective Core Systems Management	Semester Exam			L/W *	Credits
		Code: MBA21-422	ESE*	ISE*		
Subject Title	Security and Control Information System	80	20	100	4	4
Course Objectives	<ul style="list-style-type: none"> <li>To make the students understand the concept of information security and importance of controlling the same in an organizational system,</li> <li>To make students understand the need, importance, elements and features of Information Security</li> <li>To make students understand different types of information security and control mechanism against unauthorized tampering of information.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Understanding of information security and its challenges</li> <li>Ability to design an appropriate information security policy for information system of an organization</li> </ul>					
Module 1	Security Concepts					12
Introduction, Need for security and control, risks to information system data and resources, Confidentiality, Integrity, Availability, Security policies, security mechanisms, assurance, Types of Security Introduction						
Module 2	Cryptography					14
Introduction, Historical background, Transposition/ Substitution, Caesar Cipher, Introduction to Symmetric crypto primitives, Asymmetric crypto primitives, and Hash functions, Secret Key Cryptography, Data Encryption Standard (DES), Advanced Encryption Standard (AES)						
Module 3	Authentication					8
Introduction, Basic concepts of identification and authentication, Password authentication, Authentication protocols						
Module 4	Trusted Intermediaries					8
Introduction, Public Key infrastructures, Certification authorities and key distribution centers.						
Module 5	Access Control					10
Introduction, Basic concepts of access control, Discretionary access control and mandatory access control, Lattice-based Models, Covert Channels, Role based Access Control						
Module 6	Security Audit					8
Introduction, Assurance and Evaluation of Secure Information Systems, Database Security (Security requirements in databases, Access control and authorization in databases, Inference control), Malicious software, Administrating Security (Risk Analysis, Security Planning, Organizational, Security Policies						
Recommended	1. Network Security: Private Communication in a Public World - Charlie Kaufman,					

<b>Books</b>	Radia Perlman, and Mike Speciner, 2nd Edition, Prentice Hall, 2002  2. EDP Auditing by Ron Weber 3. PC and LAN security by Stephan Cobb 4. Enterprise Security- protecting information assets by Michael E. Kabey 5. Enterprise Disaster Recovery Planning by Miora 6. Computer Security for Dummies 7. Internet Security by Derek Atkins et al 8. Systems Audit - Revati Shriram
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Semester : IV	Elective Core Systems Management	Semester Exam			L/W *	Credits
		ESE*	ISE*	Total		
Code: MBA21- 423	Programming Concepts & Practices	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make the students understand the concepts and elements of computer programming.</li> <li>To make students capable of building and presenting logic for any organizational problem and decision making situations</li> <li>To make students understand the use of programming constructs in a computer program</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Understanding of computer Programming elements and constructs</li> <li>Ability to decide proper flow of program and present the logic using standards</li> </ul>					
Module 1	Introduction to Programming					8
Structured Programming, Object Oriented Programming, Difference between Structured & OOP.						
Module 2	Programming Logic					12
Algorithm, Flowchart, Identifiers, Data Types, Character Codes (ASCII).						
Module 3	Programming Components					12
Variable, Constant, Variable Declaration & Initialization, Expressions, Array ( single, Two-Dimensional)						
Module 4	Operators					8
Arithmetic, Relational, Logical, Unary-Binary, Increment-Decrement, Assignment, Conditional. Operator Precedence						
Module 5	Branching & Looping Constructs					10
Purpose, IF, IF-ELSE, Nested IF, SWITCH-CASE, FOR -NEXT, WHILE, DO-WHILE, Jump Statements – Break, Continue.						
Module 6	Functions					10
Definition and Purpose, Inbuilt functions, User-defined, with and without Parameters, RETURN Statement, Local-Global variables, Recursion.						
Recommended Books	<ol style="list-style-type: none"> <li>1. Concepts, Techniques, and Models of Computer Programming - Peter Van Roy and SeifHari di- MIT Press</li> <li>2. Computer Today - Suresh K Basendra - Galgotia Publications Pvt. Ltd.</li> <li>3. Computer Programming in C - V. Rajaraman- PHI Learning</li> <li>4. Computer Concepts and Programming in C - J. B. Dixit</li> </ol>					

Semester : IV	Elective Core : Production and Materials Management	Semester Exam			L/W	Credits
		Code: MBA21-424	ESE*	ISE*		
Subject Title	Industrial Engineering	80	20	100	04	04
Course Objectives	<ul style="list-style-type: none"> <li>To teach work study and method study</li> <li>To make students familiar with standard time and work measurement in manufacturing environment</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Ability to measure the outcome of work in respect of utilization of resources and evaluate productivity</li> <li>Ability to identify processes that can be undertaken for BPR to improve productivity</li> </ul>					
Module 1	Productivity					10
Production System. Definition of Productivity, Factors affecting productivity, Kinds of Productivity Measures, Increasing Productivity of Resources						
Module 2	Work Study & Method Study					10
Definition and Concept, Objectives and need, Basic Procedure. Method Study: Need for method study, Procedure, Principles of motion Economy. Recording of Method Study: Use of various charts, Outline charts. Flow process chart for Worker and Materials and Equipment. Man-machine chart, SIMO Chart, Multiple Chart, Multiple Activity Chart, Travel Chart, String diagram.						
Module 3	Work Measurement					10
Technique of work Measurement including estimating, Stop Watch time study, Pre-determined time standards, Synthetic estimate of work times, Activity Sampling.						
Module 4	Computation of Standard Time					12
Elements, Types of Elements, Performance Rating, Allowances, Need for Allowances, Types of Allowances.						
Module 5	Ergonomics					10
Nature of Ergonomics, Factors in ergonomics, Socio-technical System.						
Module 6	Business Process Reengineering					08
Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.						
Recommended Books	<ol style="list-style-type: none"> <li>1. Work Study – I.L.O.</li> <li>2. Work study of Ergonomics – L. C. Jhamb</li> <li>3. Work Study – Curie and Faraday</li> <li>4. Industrial Engineering and Management – O. P. Khanna</li> </ol>					

Semester : IV	Elective Core : Production and Materials Management	Semester Exam			L/W	Credits
Code: MBA21-425	Quality Control and Management	ESE*	ISE*	Total		
Subject Title			80	20	100	04
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To teach importance of quality in manufacturing concern</li> <li>To teach various methods and techniques to improve and control quality of production</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>Appreciate the importance the quality methods and techniques to ensure accuracy in quality output.</li> </ul>					
<b>Module 1</b>	<b>Introduction to Quality Management</b>					<b>10</b>
Evolution of Quality Management Concepts of Product and Service Quality Dimensions of Quality Deming's, Juran's, Crosby's Quality Philosophy Quality Cost, importance of Quality in modern business						
<b>Module 2</b>	<b>Product Quality Improvement</b>					<b>10</b>
Quality Function Deployment Robust Design and Taguchi Method Design Failure Mode & Effect Analysis Product Reliability Analysis Six Sigma in Product Development.						
<b>Module 3</b>	<b>Quality Tools and Techniques</b>					<b>10</b>
Problem solving techniques of Quality, Root cause analysis, Quality tools, decision matrix, Benchmarking as a Quality Control Tool						
<b>Module 4</b>	<b>Statistical Quality Control</b>					<b>12</b>
Statistical Quality Control (SQC) Concepts, Acceptance Sampling by variables and attributes Control Charts for variables, fraction defectives and defects. Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification – New Seven Analysis tools.						
<b>Module 5</b>	<b>Quality Control management</b>					<b>10</b>
Quality Assurance/ Quality Control, Consequences of poor-quality management, Tolerances, over control and under control, standard operating procedures of quality management.						
<b>Module 6</b>	<b>Quality Management systems and quality Awards</b>					<b>08</b>
Service Quality Six sigma for Process Improvement ISO 9001 and QS 9000 Quality Audit, Quality Circles.						
Quality awards in different sectors: Malcolm Baldrige National Quality Award, Deming Prize-categories-criteria-committee, Rajiv Gandhi National Quality Award- Eligibility requirements- Award categories- Assessment criteria, IMC Ramakrishna Bajaj National Quality Awards, Award categories, Award criteria, Quality Bodies in India, EFQM award						
<b>Recommended Books</b>	1. Total Quality Management, Dr. D. D. Sharma, Sultan Chand & Sons					

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| <ol style="list-style-type: none"><li>2. Total Quality Management, K. Shridhar Bhat, Himalaya Publishing House</li><li>3. Total Quality Management, Shailendra Nigam, Excel Books</li><li>4. Production and Operations Management, K. Ashwathapa &amp; K. Shridhara Bhatt, Himalaya Publishing House</li><li>5. Fundamentals of Quality Control and Improvement, Mitra A., PHI, 2nd Ed.</li><li>6. The Management and Control of Quality, J Evans and W. Linsay, 6'th Edition.</li><li>7. Total Quality Management, Dale H Besterfield, Pearson Education, New Delhi</li><li>8. Total Quality Management, Juran Joseph M, McGraw Hill.</li><li>9. Quality Control and Total Quality Management, Jain, Tata McGraw Hill.</li></ol> |
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Semester : IV	Elective Core : Production and Materials Management	Semester Exam			L/W	Credits
		Code: MBA21-426	ESE*	ISE*		
Subject Title	World Class Manufacturing	80	20	100	04	04
Course Objectives	<ul style="list-style-type: none"> <li>To make students aware about importance of world class manufacturing with respect to domestic and international businesses</li> <li>To make students knowledgeable regarding social responsibility of manufacturing in respect of environment, human resource, etc.</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Appreciate the importance of maintaining excellent manufacturing environment and practices for establishing global presence</li> </ul>					
Module 1	<b>World Class Manufacturing Environment</b>					<b>10</b>
Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management. Choice of technology, Capacity and layouts, Automation in Material handling system.						
Module 2	<b>Globalization and Manufacturing</b>					<b>10</b>
State of international business Excellence, Globalization and Global Companies. Managerial attitude towards globalization of business, entering the International Area, Managerial challenges for the future, Experience of Indian Companies in World Class Manufacturing ,Characteristics of WCM companies, what is world class Performance – Six Sigma philosophy, Concepts of benchmarking and best practices						
Module 3	<b>Human Resource Management in WCM</b>					<b>10</b>
Adding value to the organization. Organizational learning, People as problem solvers, New organizational structures. Associates and Facilitators, Motivation and reward in the age of continuous improvement.						
Module 4	<b>Production Process Reliability</b>					<b>12</b>
Total productive maintain concept of reliability, reliability improvement, concept of maintainability and maintainability improvement.						
Module 5	<b>Automation in design and Manufacturing</b>					<b>10</b>
Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.						
Module 6	<b>Environment Pollution</b>					<b>08</b>
Factors causing Pollution, Effect on human health, Control of environment Pollution.						
Recommended Books	<ol style="list-style-type: none"> <li>World Class Manufacturing – K. Shirdhar Bhat</li> <li>Management today- Burton and Thakur.</li> <li>Operation Management- Hughes, Chris.</li> <li>Supply Chain Management for competitive advantage – R. Raghavan</li> <li>World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena,</li> </ol>					

	<p>Ashish Kumar. (Mac Milan)</p> <ol style="list-style-type: none"><li data-bbox="386 191 1349 260">6. Making Common Sense Common Practice – Models for manufacturing excellence –Ron Moore (Butter worth Heinmann)</li><li data-bbox="386 279 1170 312">7. The Toyota Way - Jeffrey K. Liker – (Tata McGraw Hill)</li><li data-bbox="386 331 1062 365">8. Just In Time Manufacturing – M. G. Korgaonkar</li></ol>
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<b>Semester : IV</b>	<b>Elective Core : Agriculture &amp; Co-operative Management</b>	<b>Semester Exam</b>			<b>L/W</b>	<b>Credits</b>
<b>Code: MBA21-427</b>	<b>Agricultural Production Management</b>	<b>ESE*</b>	<b>ISE*</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To make students aware of the apicultural production system &amp; its management</li> <li>• To make students knowledgeable regarding agricultural economics and farm technology</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Ability to appreciate the nature of farm produce, its economy and technology and capability to manage Agricultural production</li> </ul>					
<b>Module1</b>	<b>Agriculture and Productivity Trends</b>					<b>10</b>
Occupational Structure, Agricultural Production and productivity trends, Causes for low productivity						
<b>Module2</b>	<b>Fundamentals of Farm Management</b>					<b>10</b>
Scope of modern agriculture, special features of agricultural and industrial production, difference between farm and non-farm business management						
<b>Module3</b>	<b>Farm Production Systems and Management Functions</b>					<b>10</b>
Peasants, proprietorship, co-operative farming. Capital farming, corporate farming. Land tenure systems and agricultural production management						
<b>Module4</b>	<b>Farm Economics</b>					<b>10</b>
Demand for agricultural products, Production and supply of farm product- Production function and its type, Law of Diminishing Returns Input combinations; Production management decision-Factor factor decisions, factor-products decision, product-product decision, relationship between outputs.						
<b>Module 5</b>	<b>Farm Technology</b>					<b>10</b>
Effects of new technology, management and technology change, gains from technological improvement to producers and consumers, mechanism and automation. Green houses						
<b>Module 6</b>	<b>Cost of Production &amp; Other Issues in Farm Management</b>					<b>10</b>
Farm records, Farm Accountancy, Farm Inventory, Depreciation, Farm Efficiency and measures. Problems on cost estimation Size-Productivity debate, Measurement of farm efficiently, Irrigation Management, Production Planning -Specialization and diversification						
<b>Recommended Books</b>	<ol style="list-style-type: none"> <li>1. An Introduction to Agricultural Production Economics and Farm Management – Robertson C.A.- Tata McGraw Hill.</li> <li>2. Farm Management Economics - Heady, Earl O and Jensen Herald R- Prentice Hall</li> <li>3. Farm Planning and Control - Barnard C.S. and Nix J.S.</li> <li>4. Fundamentals of Modern Agriculture - Blake C.D.</li> <li>5. Fundamentals of Agriculture- Sandhu and Singh</li> </ol>					

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|  | <ol style="list-style-type: none"><li>6. Indian Agriculture - Agrawal A.N.</li><li>7. Elements of Farm Management.- Sharma A.N. and Sharma V.K.</li></ol> |
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Semester : IV	Elective Core : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
		ESE*	ISE*	Total		
Code: MBA21-428	Agro- Processing Industries & Rural Industrialization	80	20	100	4	4
Subject Title						
Course Objectives	<ul style="list-style-type: none"> <li>To make students aware regarding Rural industrialization and agro processing industry</li> <li>To make students aware of various corporations supporting Agro processing and rural industrialization</li> </ul>					
Course Outcomes	<ul style="list-style-type: none"> <li>Ability to understand the uniqueness of Agri processing and rural industries and accordingly manage them by taking support from various corporations and government schemes</li> </ul>					
Module1	<b>Rural Industrialization &amp; Industries</b>				<b>10</b>	
<p>Meaning of Rural Industrialization, Role of Agriculture in Rural Industrialization, Dependence on Agriculture, Policies for Agro development, Socio- Eco benefits of Rural Industries, Promotional measures, Need, Opportunities &amp; Constraints Cottage &amp; Small Scale Industries, genesis of Development of their Industries, Classification: Village &amp; cottage of SSI, SSI: Role of SSI, Problems of SSI, Performance: Production, Employment, Export.</p>						
Module2	<b>Khadi and Village Industry Corporation &amp; Agro Processing Cooperatives</b>				<b>10</b>	
<p>Introduction of KVIC, Organization &amp; Administration of KVIC, Promotional measures of KVIC, Subsidies, Incentives, Financial Inputs.</p> <p>Importance &amp; Functions, Pattern of Organization &amp; Management, Growth &amp; Development, Recent positions, Difficulties &amp; problems, role of Agriculture cooperative.</p>						
Module3	<b>Agriculture Produce Pricing</b>				<b>10</b>	
<p>Market forces: - Demand, Supply. Simple market model and Price Determination:-Tabular Approach, Graphical Approach. Fluctuations in Agriculture Prices, causes &amp; Impact, Price Stabilization, trends in Agricultural Prices.</p>						
Module4	<b>WTO &amp; Its impact on Agro-based Industries</b>				<b>10</b>	
<p>External trade in Agriculture Products, Share in export, Challenges, AOA, Role of Reserve Bank of India In the Agriculture Credit National Bank for agriculture and Rural Development (NABARD)</p>						
Module 5	<b>Agro Processing Cooperatives in Maharashtra</b>				<b>10</b>	
<p>Cooperative Sugar Industries, Cooperative Spinning Mills, Dairy Cooperatives, Fishery Cooperatives, Industrial Cooperative Management, Problems &amp; Prospects for agro processing cooperatives.</p>						

<b>Semester : IV</b>	<b>Elective Core : Agriculture &amp; Co-operative Management</b>	<b>Semester Exam</b>			<b>L/W</b>	<b>Credits</b>
<b>Code MBA21-429</b>	<b>International Trade And Agriculture</b>	<b>ESE*</b>	<b>ISE*</b>	<b>Total</b>		
<b>Subject Title</b>			<b>80</b>	<b>20</b>	<b>100</b>	<b>4</b>
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To teach students the role of agriculture in international trade</li> <li>• To make students knowledgeable regarding the complexities of international trade of agricultural produce.</li> </ul>					
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Ability to understand the policies regarding international trade of agricultural products and accordingly take decisions regarding the same.</li> </ul>					
<b>Module1</b>	<b>Scope, Gains and Policies from International trade</b>					<b>10</b>
<p>Theory of comparative advantages ; trade and welfare; factor mobility ; International capital flows; transfer of technology; Terms of credit comparative cost.</p> <p>Tariffs &amp; Quota, Effects of Tariff Monopoly and price discrimination, state Trading; Bilateral Trade; Multilateral Trade.</p>						
<b>Module2</b>	<b>International Organizations to support Agricultural Trade</b>					<b>10</b>
<p>Organization and Objectives of International Organization like IMF, IBRD, IDA, IFC, &amp; their Affiliates; The SDR Mechanism and its working; international liquidity problem; international monetary system &amp; trade, GATT, UNCTAD. WTO - Organization &amp; their functions.</p>						
<b>Module3</b>	<b>World Trade Agreements,</b>					<b>10</b>
<p>trade liberalization, Regional Integration &amp; Economic Growth; Import -Export Procedure; Strategies of Exports for agro based industries.</p>						
<b>Module4</b>	<b>India's position in the Global market</b>					<b>10</b>
<p>Loading Agriculture Produces/products for Export Earnings; importing countries of these products; Competing Countries; Strategies to Boost Exports</p>						
<b>Module 5</b>	<b>Quality Factors</b>					<b>10</b>
<p>Processing; AGMARK Grading &amp; Quality Control Packaging, Brand Names; Labeling; Sales Promotion within the country &amp; outside the country.</p>						
<b>Module 6</b>	<b>Commodity SWOT Analysis</b>					<b>10</b>
<p>SWOT Analysis for each of the commodities mentioned below from the point of the view of exports:</p> <ol style="list-style-type: none"> <li>Cereals--Important crops like Wheat, Rice, etc.</li> <li>Pulses--Important crops like Grams, Moong, Urad, etc.</li> <li>Oil seeds -- Important crops like Soybean, Mustard, Ground Nuts, Linseed etc...</li> <li>Commercial Crops --Important crops Cotton, Jute, Sugarcane, Textiles, Chillies, Onion, Potato, etc.</li> <li>Horticulture crops--Important fruits like Apple, Banana, Mango, Grapes, Pomegranates, etc.</li> </ol>						

f. Vegetables--Important crops like Tomato, Brinjal, Cauliflower, Cabbage, etc.

**Recommended  
Books**

1. Agricultural Research Through International Co-operatives - Ravi Shrivastav & G. C. Shrivastav
2. International Economics-- Dominik Salvatore
3. Export Management --Prof. Laxmi Narayan
4. Changing Prospective in Indian Agriculture-Bhanushali S.G. & Pujari A.G.