

Punyashlok Ahilyadevi Holkar Solapur University, Solapur



Name of the Faculty: Commerce & Management

CHOICE BASED CREDIT SYSTEM

Syllabus: Master of Business Administration

**Name of the Course: M.B.A. Part- II (Sem. III & IV)
(Syllabus to be implemented from w.e.f. June 2021)**

Punyashlok Ahilyadevi Holkar Solapur University, Solapur

MBA Part II Syllabus (CBCS) w.e.f. 2021-22

Semester III						Semester IV					
Paper No.	Subject	Weekly Theory	Internal Marks	Univ. Exam Marks	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Univ. Exam Marks	Total Marks
17	Strategic Management	04	20	80	100	25	Business Ethics & Corporate Governance	04	20	80	100
18	Management Accounting	04	20	80	100	26	Quality Management	04	20	80	100
19	Entrepreneurship Development	04	20	80	100	*27	<i>Elective I - Paper III</i>	04	20	80	100
20	Project Report & Viva	--	50	50	100	*28	<i>Elective II - Paper-III</i>	04	20	80	100
*21	<i>Elective I - Paper I</i>	04	20	80	100	*29	<i>Elective I - Paper IV</i>	04	20	80	100
*22	<i>Elective II - Paper-I</i>	04	20	80	100	*30	<i>Elective II - Paper-IV</i>	04	20	80	100
*23	<i>Elective I - Paper II</i>	04	20	80	100	*31	<i>Elective I - Paper V</i>	04	20	80	100
*24	<i>Elective II - Paper-II</i>	04	20	80	100	*32	<i>Elective II - Paper-V</i>	04	20	80	100

Dual Specialization Groups.

Group	Elective Specialization
A	<ul style="list-style-type: none"> • Marketing Management
B	<ul style="list-style-type: none"> • Financial Management • Tourism and Hospitality Management • Production and Materials Management
C	<ul style="list-style-type: none"> • Human Resource Management • International Business Management • Banking Management • Systems Management • Agriculture & Co-operative Management

- **Elective Specializations:** The University offers Dual specialization. Student has to select **ANY TWO** of the Three Groups A, B, C and **ANY ONE** specialization subject from a selected group

Elective Specialization Groups with Subjects Papers:

Group	Specialization	Paper Code	Subject
A	Marketing Management	I	Brand Management
		II	Sales and Distribution Management
		III	Integrated Marketing Communications & Digital Marketing
		IV	Services and Retail Marketing
		V	International Marketing
B	Financial Management	I	Corporate Tax Management
		II	Financial Decision Analysis
		III	Financial System of India, Markets & Service.
		IV	Investment Management
		V	International Finance
	Tourism and Hospitality Management	I	Fundamentals of Hospitality Management
		II	Tourism and Travel Management
		III	Accommodation Management
		IV	Facility and Security Management
		V	Hospitality and tourism Marketing.
	Production and Materials Management	I	Purchasing and Inventory Management
		II	Logistics and Supply Chain Management
		III	Industrial Engineering
		IV	Quality Management
		V	World Class Manufacturing
C	Human Resource Management	I	Strategic Human Resource Management
		II	Human Resource Initiatives
		III	Industrial Relations and Labour Laws
		IV	Competence based HRM.
		V	International Human Resource Management
	International Business Management	I	International Business Environment
		II	Export Policy, Procedures and Documents
		III	International Marketing
		IV	EXIM Management
		V	International Logistics
	Banking Management	I	Banking Operations Management
		II	Indian Banking Structure
		III	E-Banking
		IV	Marketing of Financial Services
		V	Retail & Universal Banking

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

Group	Specialization	Paper	Subject
C	Systems Management	I	Management Information System
		II	ERP and SPD
		III	Relational Database Management System
		IV	Security And Control Information System
		V	Programming Concepts and Practices
	Agriculture & Co-operative Management	I	Fundamentals of Agriculture & Co-Operative Management
		II	Agricultural Marketing
		III	Agricultural Production Management
		IV	Agro- Processing Industries & Rural Industrialization
		V	International Trade And Agriculture

Semester - III

Semester : III	Hard Core	Semester Exam			L/W	Credits
Code: 301	Strategic Management	Theory	I A	Total		
Subject Title		80	20	100	04	04
Course Objectives	1. To make understand key concepts of business strategy. 2. To provide knowledge about strategy formulation and implementation. 3. To make aware about tools and techniques used for strategy analysis.					
Course Outcomes	<ul style="list-style-type: none"> • Understanding relevancy of strategic management concepts with the current business scenario • Ability to enhance strategic decision-making skills 					
Module 1	Strategy and Appraisal				8	
Defining strategy, Levels at which strategy operates, Strategic Decision Making, Vision, Mission, Objectives, and Strategic Management Process						
Module 2	Environmental Analysis				12	
Concept of Environment, Internal and External, Environmental Sectors, Environmental Scanning, Appraising the Environment, Organizational appraisal, Organizational Capability, Competitive Advantage, Methods and techniques used for organizational appraisal.						
Module 3	Strategy Formulation and Choice of Alternatives				12	
Corporate Level Strategies- Stability, Expansion (Concentration, Integration, Diversification, Internationalization, Co-operation strategies, Digitalization) Retrenchment (Turnaround, Divestment, Liquidation), Combination Strategies, Business Level Strategies						
Module 4	Strategic Analysis and Choice				10	
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, Factors in Strategic Choice						
Module 5	Strategy Implementation				10	
Model of strategy Implementation, Project implementation, Procedural Implementation, Resource Allocation, Structural Implementation- Structures for Strategies, Behavioural Implementation – Strategic Leadership, Functional Strategies, Operational Strategies						
Module 6	Strategy Evaluation and Control				08	
Participants, Barriers in evaluation, Strategic Control, Operational Control, techniques of strategic evaluation and control.						

Recommended Books	<ol style="list-style-type: none">1. Business Policy – Kazmi Azhar – Tata McGraw Hill2. Business Policy and Strategic Management – P. Subba Rao, Himalaya Publication3. Strategic Management – Alpna Trehan, Dreamtech Press4. Business Policy and Strategic Management –R. Shrinivasan5. Business Ethics – Dr. A. K. Gavai (Himalaya Publishing House)6. Business Ethics – A. C. Fernando (Pearson)7. Business Ethics – C. S. V. Murthy (Himalaya Publishing House)8. Business Ethics – Andrew Crane & Dirk Matten
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Semester : III	Hard Core	Semester Exam			L/W	Credits
Code: 302	Management Accounting	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To make understand key concepts and techniques of management Accounting. 2. To provide knowledge about computing accounting information for effective decision making. 3. To make aware about tools and techniques used for strategy analysis.					
Course Outcomes	<ul style="list-style-type: none"> • Ability to compare and compute information required for managerial decision making • Ability to undertaking effective economic decisions based on past accounting information and comparative analysis 					
Module 1	Nature and Scope					08
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.						
Module 2	Cost Volume Profit Analysis					12
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						
Module 3	Budget and Budgetary Control					12
Meaning of Budget and Budgetary Control, Advantages and Limitations of Budgetary Control System. , Concept of Zero Based Budgeting , Master Budget, Functional Budgets: <ol style="list-style-type: none"> Flexible Budget - Meaning, Importance of Flexible Budget, Problems Cash Budget - Meaning, Importance of Cash Budget, Problems Production Budget - Meaning, Importance of Production Budget, Problems Sales Budget - Meaning, Importance of Sales Budget, Problems 						

Module 4	Standard Costing and Variance Analysis	12
Meaning of Standard , Definition of Standard Costing , Need of setting Standard, Concept of Variance Types of Variances: <ul style="list-style-type: none"> 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 		
Module 5	Reporting to Management	08
Objectives of Reporting, Reporting needs at different levels on management , Types of Reports , Modes of Reports		
Module 6	Introduction to Audit	08
Meaning and Objectives of Auditing, Types of Audit- Financial Audit, Internal Audit, Cost Audit, Management Audit, Difference in above Audit.		
<p><i>Problems should be covered on:</i></p> <ul style="list-style-type: none"> • Decision making based on CVP analysis - Make or Buy decision, Shutdown, Dropping the Plant & Sale or Process • Functional Budgets- Flexible, Cash, Production and Sales Budgets • Variance Analysis- Material, Labour and Overheads Variances 		
Recommended Books	<ol style="list-style-type: none"> 1. Theory and Problems of Management and Cost Accounting – M.Y. Khan and P. K. Jain –Tata McGraw Hill Publication Co. Ltd. 2. Cost Accounting – Jawahar Lal and Seema Srivastav – McGraw Hills Co. 3. Management Accounting – Horngreen, Sundem, Stratton – PHI- Latest Edition 4. Management Control System – Robert N. Anthony & Vijay Govindrajan, TMG Hills 5. Cost & Management Accounting – M.N. Arora – Himalaya Publishing House. 6. Management Accounting – M. P. Pandilkumar – Excel Books 7. Management and Cost accounting – Colin Drury Sheth Publishers 	

Semester : III	Hard Core	Semester Exam			L/W	Credits
Code: 303	Project Report & Viva	Theory	I A	Total		
Subject Title			50	50	100	-
Course Objectives:	<ol style="list-style-type: none"> 1. To expose students to the working of any organization and managers. 2. To relate the concepts learnt by the students to the working of the organization. 3. To work on a problem identified by the organization / student and thus understand the practical aspects of the working of an organization 					
Course Outcome	<ul style="list-style-type: none"> • Ability to undertake problems for study and analyse for appropriate inferences and conclusions or suggest solutions for the same. 					
Guidelines:	<ol style="list-style-type: none"> 1. The project work shall be for a minimum period of 30 days immediately after IInd semester examinations. 2. Students should join the organization within 15 days from the last day of examination. 3. No two Students shall work on the same topic in the same organization. 4. 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. 5. The student shall submit the Final Project Report as per following. 					
Project Report 'Table of Contents'						
Chapter 1	Introduction of the Study					
<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>						
Chapter 2	Company Profile					
<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> <p> 2.1.5 Types of Products and Services</p> <p>2.2 Market Scenario</p>						

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

Semester : III	Elective Core: Marketing Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 304 I	Brand Management	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> 1. The objective is to make students understand Branding, role of brands, elements and components of brands, brand equity etc. 2. To make sure that students understand implications of Branding Strategies. 3. To know role of brand knowledge in building brand equity. 					
Course Outcomes	<ul style="list-style-type: none"> • Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands. • Learn how to identify brand meaning and to measure brand strength for any particular market offering. 					
Module 1	Brand Management					08
Brand, Brand Management, Importance, What can be branded, Types of Branding, Choosing Brand Elements, Challenges, Opportunities, and Strategic Brand Management Process.						
Module 2	Brand Equity					12
Customer Based Brand Equity (CBBE) , Four Steps of Brand Building, Managing Brand Equity – Brand Reinforcement, Brand Revitalization, Adjustment to Brand Portfolio.						
Module 3	Brand Positioning					10
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.						
Module 4	Brand Equity Measurement					12
Brand Value Chain, Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comprehensive Models, Comparative methods, Holistic methods.						
Module 5	Branding Strategies					09
Brand- Product Matrix, Brand Hierarchy, Cause Marketing, Green Marketing, Brand Extensions, New Product and Brand Extensions, Leveraging Process – Company, Country of Origin, Channels, Co-branding, Licensing, Celebrity Endorsement, events						
Module 6	Brand Architecture and Global Brand Strategy					09
Brand Architecture, Brand Portfolios, Corporate Branding, Global Marketing Programs, Global Brand Strategy, Building Global Customer Based Brand Equity.						

Recommended Books	<ol style="list-style-type: none">1. Strategic Brand Management – Kavin Keller, M.G. Parameswaran, Issac Jacob, Pearson Publication2. Brand Management – Harsh Verma – Excel Books3. Brand Management – Moorthi Y.L.R. – Vikas Publication4. Product and Brand Management – U.C. Mathur, Excel Books India5. Marketing Management – Kotler, Keller, Koshy , Jha , Pearson Publication
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Semester: III	Elective Core: Marketing Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 304 II	Sales And Distribution Management	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> 1. To understand to importance of sales and distribution in marketing. 2. To provide knowledge various elements involved in the sales and distribution. 3. To make aware about various techniques used in sales and distribution. 					
Course Outcomes	<ul style="list-style-type: none"> • Ability to undertake sales as per the products types and customer segment • Ability to set up appropriate distribution setup based on variety of the products 					
Module 1	Introduction to Sales and Distribution Management					12
Meaning of Sales and Distribution 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.						
Module 2	Sales Forecasting					08
Concept of Forecasting, 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						
Module 3	Sales Organization					08
Need for Sales Organizations, Types of Sales Organization, Memory, Learning, Perception, Motivation & Involvement, Attitude - sources functions, theories & models						
Module 4	Managing the Sales Force					12
Profiling and recruiting salespersons, Selecting and hiring applicants, Developing, delivering and reinforcing a sales training program, Leadership of the sales force, Sales force compensation, Evaluation of Sales Performance.						
Module 5	Distribution Channel management					14
Introduction, Marketing Channels- Definition and Importance and functions of marketing channels, channel Intermediaries-concept of wholesaling and retailing, Decisions in channel management- Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation ,Channel Relationships Management, Channel conflict, channel Evaluation, Information Systems for Channels- Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi- Channel Marketing Systems, International Marketing Channels						

Module 6	Basics of supply chain Management	06
<p>Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain Problems in SCM and Suggested Solutions.</p>		
Recommended Books	<ol style="list-style-type: none"> 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. Havaldar, 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
		Theory	I A	Total		
Code: 305 I	Corporate Tax Management	80	20	100	4	4
Subject Title						
Course Objectives	1. To make understand various components of Corporate Tax Management. 2. To provide knowledge about exemptions and deductions from taxation 3. To provide knowledge about the current reform of Taxation i.e. GST.					
Course Outcomes	<ul style="list-style-type: none"> Understanding various factors contribution towards various types of Taxation Ability to ensure appropriate computation and Tax liability for the corporate 					
Module 1	Introduction					12
1.1: Definition and Features of Taxes 1.2: Basis of Taxation 1.3: Canons of Taxation 1.4: Objectives of Taxation						
Module 2	Income Tax					
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.						
Module 3	Exemptions and Deductions					10
3.1: Exempted Incomes u/s 10 2.2: Deductions of Chapter VI A applicable to Individuals						
Module 4	Heads of Income					12
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.						

Module 5	Computation of Total Taxable Income of an Individual	14
<p>5.1: Income Tax Rebates and Reliefs</p> <p>5.2: Computation of Taxable Income and Income Tax</p>		
Module 6	Goods and Service Tax	12
<p>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.</p> <p>6.2: Basic Concepts in GST:- Concept of supply, Time of Supply, Place of supply, Levy and exemption of supply</p> <p>6.3: Input Tax Credit: - Mechanism of Input Tax Credit- CGST, SGST, IGST</p>		
<p><i>Practical Problems should be covered on</i></p> <ul style="list-style-type: none"> • Computation of Gross Total Income and Total Income of an Individual Assessee • Computation of GST including Input Tax Credit 		
Recommended Books	<ol style="list-style-type: none"> 1. A Simple approach to Income Tax: Dr.P.M.Herekar, Phadake Prakashan 2. Student's Guide to Income Tax - Singhanian V.K., Taxman, Delhi. 3. Income Tax Laws & Accounts - Prasad Dhagwani , Sahitya Bhavan Agra 4. Income Tax Law & Practice - Mehrotra H.C., Sultan Chand & Sons, New Delhi. 5. Systematic Approach to Income Tax - Girish Ahuja and Ravi Gupta: Sahitya Bhavan, New Delhi. 6. Income Tax Law and Practice - T N Manoharan, Snow White India 7. A Complete Guide to Goods and Service Tax - Bimal Jain, Isha Bansal & Sanjiv Agarwal, Young Global's 8. Basics of GST - Nitya Tax Associates, Taxmann's 	

Semester :III	Elective Core: Financial Management	Semester Exam			L/W	Credits
Code: 305 II	Financial Decision Analysis	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To make understand various factors related Financial Decision making. 2. To provide knowledge about various financial terms, statements, and funding elements 3. To provide knowledge about capital structure and dividend policy of organisations					
Course Outcomes	<ul style="list-style-type: none"> Ability to evaluate and analyse financial statements to understand proper funds flow and take related decisions. 					
Module 1	Financial Statement Analysis:					10
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.						
Module 2	Funds Flow Statement analysis and Cash Flow Statements analysis					12
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						
Module 3	Cost of Capital					10
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.						
Module 4	Capital Structure Decision:					10
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.						

Module 5	Dividend Decisions:-	8
<p>5.1 Concept of Dividend</p> <p>5.2 Types of dividend</p> <p>5.3 Legal and Procedural Aspects of Dividend</p> <p>5.4 Determinants of Dividend Policy</p> <p>5.5 Purpose of Dividend Payout Ratio</p> <p>5.6 Stability in Dividend Policy</p> <p>5.7 Bonus Shares</p> <p>5.8 Stock splits.</p>		
Module 6	Corporate Restructuring	10
<p>6.1 Forms of Corporate Structuring</p> <p>6.2 Merger and Acquisition: Reasons for merger</p> <p>6.3 Mechanics of Merger</p> <p>6.4 Cost Benefits of Merger</p> <p>6.5 Legal and Procedural Aspects of Merger</p> <p>6.6 Examples of recent Mergers</p> <p>6.7 Portfolio Restructuring, Financial Restructuring & Organizational Restructuring</p>		
<p><i>Practical Problems should be covered on:</i></p> <ul style="list-style-type: none"> • Calculation of Trend Analysis, Comparative Statement Analysis and Common-size Statement Analysis. • Funds Flow Statement analysis and Cash Flow Statements analysis • Computation of Specific cost (debt, Preference shares, Equity Shares and R&S) and Weighted Average Cost of Capital • EBIT-EPS Analysis, Indifference Point and Leverage Analysis • Corporate Restructuring 		

Recommended Books	<ol style="list-style-type: none">1. Financial Management- Khan and Jain, Prentice Hall2. Principles of Financial Management-R. P. Rustagi- Taxman's3. Financial Management – G. Sudarshan Reddy - Himalaya Publishing4. Financial Management- I. M. Pandey, Prentice Hall5. Financial Management- Fifth Edition- Prasanna Chandra, Tata McGraw Hills6. Financial Management- Van Horne, James C., Prentice Hall7. Fundamentals of Financial Management – Brigham & Houston - Cengage Learning8. Financial Management – Paresh Shah – Biztantra9. Mergers, Acquisitions and Corporate Restructuring – Prasad
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Semester :III	Elective Core : Tourism and Hospitality Management	Semester Exam			L/W	Credits		
		Code : 306 I	Fundamentals of Hospitality Management	Theory			I A	Total
		Subject Title		80			20	100
Course Objectives	1. To understand the nature and scope of Hospitality Management. 2. To Figure out the different types of hotels and restaurants. 3. To Understand and analyse the hospitality industry from various perspectives of hotel, tourism, travel and transport.							
Course Outcomes	<ul style="list-style-type: none"> • Appreciate the scope of Hospitality industry and ability 							
Module 1	Introduction				10			
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.								
Module 2	Tourism Industry				10			
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 – Motivation for Tourism – Relation of hospitality industry with Tourism.								
Module 3	Hotel Industry				10			
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.								
Module 4	Resorts Management				10			
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								
Module 5	Travel and Transport				10			
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.								

Module 6	Recent Trends in Hospitality and related sectors	10
<p>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.</p>		
Recommended Books	<ol style="list-style-type: none"> 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 	

Semester: III	Elective Core : Tourism and Hospitality Management	Semester Exam			L/W	Credits		
		Code : 306 II	Tourism and Travel Management	Theory			I A	Total
		Subject Title		80			20	100
Course Objectives	1. To prepare the learners with knowledge and skills essential know what tourism is. 2. To prepare the learners with its types and the Nations contribution to the industry.							
Course Outcomes	<ul style="list-style-type: none"> • Understanding various factors related to Tourism and travel management • Ability to properly plan and execute travel and tour of customer as per requirement 							
Module 1	Introduction							
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.								
Module 2	Travel Management							
Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business -Travel and Health Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation -Recognition from Government.								
Module 3	Tour Planning							
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.								
Module 4	Tourism Management							
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.								
Module 5	Eco Tourism							
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 Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism.								

Module 6	Tourism Entrepreneurship	
<p>Meaning, Perspective, Tourism Enterprise, and Policy measures in India, Scope of Tourism Entrepreneurship – Eco, Nature, and Rural.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi, Oxford University Press 2. Tourism and Hospitality Management by Neha Publishers and Distributors. 3. The Business Of Travel Agency Operations and Administration, Foster Dennis L., Macmillan/ McGraw, Singapore 4. Entrepreneurial Development, Dr. S. S. Khanka, S. Chand Publications. 	

Semester : III	Specialization : Production And Materials Management	Semester Exam			L/W	Credits	
		Code: 307 I	Theory	I A			Total
		Subject Title	80	20			100
Course Objectives	<ol style="list-style-type: none"> 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. In addition, we emphasize the practical implementation of the strategies and techniques that are taught in this course. 						
Course Outcomes	<ul style="list-style-type: none"> Identify, study, compare, and evaluate alternatives, select and relate with a good supplier. Apply various purchasing method and inventory controlling techniques into practice. Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing. 						
Module 1	Introduction				10		
Meaning and Scope, Objectives and Significance of Materials Management; Material Management other Areas of Management Functions							
Module 2	Purchasing Management				10		
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							
Module 3	Suppliers Selection				10		
Vendor Rating and Vendor Rating Techniques, Vendors Development and Vendors' Relationship.							
Module 4	Inventory Management				12		
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							

Module 5	Stores Management	10
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		
Module 6	Codification, Standardization and Computers in Material Management	08
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		
Recommended Books	<ol style="list-style-type: none"> 1. Production and Operations Management – S.A. Chunawala and D. R. Patel, Himalaya Publishing House 2. Production and Operations Management – K. Ashwathappa and K. Shridhar Bhat, Himalaya Publishing House 3. Industrial Engineering and Management – O. P. Khanna, Dhanpat Rai Publications 4. Purchasing and Supply Chain Management – Leanders Johnson 5. Purchasing and Supply Management - Dobler and Burt 6. Sourcing and supply chain management- Handfield, Moncza, Gunipero, Cenage Learning 7. Handbook of Materials Management – Gopalkrishnan 	

Semester : III	Specialization : Production And Materials Management	Semester Exam			L/W	Credits
Code: 307 II	Logistics and Supply Chain Management	Theory	I A	Total		
Subject Title			80	20	100	04
Course Objectives	<ol style="list-style-type: none"> 1. To make students understand how the knowledge of materials management can be an advantage to logistics and supply chain operations. 2. To sensitize the students on the materials management functions – Planning, Purchase, Controlling, Storing, Handling, Packaging, Shipping and Distributing, and Standardizing. 3. To realize the importance of materials both in product and service. 					
Course Outcomes	<ul style="list-style-type: none"> • Identifying the scope for integrating materials management function over the logistics and supply chain operations. • Integrate the organization wide materials requirement to develop an overall plan (MRP). 					
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		
Recommended Books	<ol style="list-style-type: none"> 1. Logistics Management – S.K.Bhattacharaya 2. Business Optimisation through Supply Chain Management – Anand Sharma 3. SCM in 21st Century – B.S.Sahay 4. Supply Chain Management - K.Sridhar Bhat - Himalaya Publishing House 5. A Logistics approach to Supply Chain Management – John Coyle, Langley–Cenage Learning 6. Manufacturing Planning and control for Supply Chain Management – Vollmann, Berry 7. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000. 	

Semester : III	Specialization : Human Resource Management	Semester Exam			L/W	Credits
Code: 308 I	Strategic Human Resource Management	Theory	I A	Total		
Subject Title			80	20	100	04
Course Objectives	1. The objective of the course is to give knowledge to the students in the field of Human Resource Management with strategic perspective					
Course Outcomes	<ul style="list-style-type: none"> • Students will understand the strategic issues which arise in the functions of HRM. • Students will be able to learn and apply good techniques in the HR practices to increase efficiency. 					
Module 1	Strategic Human resource Management					10
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.						
Module 2	Strategic Approach to Job Design & work System					10
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						
Module 3	Strategic Acquisition of Human Resources					12
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						
Module 4	Compensation & SHRM					12
Difference between traditional pay & strategic pay; Compensating Individual Employees; Compensating Groups; Executive Compensation; Employee Motivation through pay; ESOPs.						
Module 5	Strategic Perspectives in Training and Performance Appraisal					10
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						
Module 6	Employee Separation & Downsizing					06
Concept; Types of Separation; concept of downsizing; Areas affected by downsizing; Concept of Turnover; Downsizing Versus Outsourcing.						

Recommended Books	<ol style="list-style-type: none">1. Strategic Human Resource Management – Rajesh Vishwanathan - Himalaya Publishing.2. Personnel and Human Resource Management – by P. Subba Rao - Himalaya Publishing.3. Competency- Based Human Resource Management – Srinivas R. Kandula -PHI Learning4. Strategic Human Resource Management – V S P Rao -Excel Books5. Strategic Human Resource Management – Jeffrey Mello
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Suggested Books Code: 308 II Subject Title	Specialization : Human Resource Management (Vikas Publication).	Semester Exam			L/W	Basak. Credits
	Human Resource Management by Sharon Pandey & Swapnalekha Basak.	Theory	I A	Total		
	2. Human Resource Management by Biswajeet Pattanayak (PHI)	80	20	100	04	04
	3. Human Resource Management, by Snell, Bohlander, Vohra (Cengage Learning)					
Course Objectives	1. To make students understand HR initiatives in talent and knowledge management 2. To teach framing of HR policies in the organization according to nature of business 3. To make students understand all the recent trends in HRM used by the organizations 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					
Course Outcomes	<ul style="list-style-type: none"> Appreciate importance of employee engagement, their commitment and loyalty towards organization. Ability to frame HR policies to improve excellence in Human Resource 					
Module 1	Talent Management					10
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	Knowledge Management					10
Architecture, Difference between Information Management and Knowledge Management, Knowledge conversion, APO Knowledge Management Framework, Knowledge Management process						
Module 3	Human Resource Policies					10
Defining HR policies, Difference between policy and procedure, Characteristics of policies, Process of designing policies, Measuring HR policies						
Module 4	Managing High Potential Employees					10
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	Recent trends in HRM					10
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, EI & Managerial effectiveness, EI & Team effectiveness; HR Six Sigma Process						
Module 6	Employee Engagement					10
Definition, Benefits. Degree of employee engagement – Gallup Model, White model, Mercer model. Drivers of Engagement, Measurement of employee engagement.						

Semester : III	Specialization : International Business Management		Semester Exam			L/W	Credits
	Code: 309 I	International Business Environment	Theory	I A	Total		
			80	20	100		
Subject Title						04	04
Course Objectives	1. To make students aware of international business environment concept 2. To introduce factors that affect international trade						
Course Outcomes	<ul style="list-style-type: none"> Ability to adapt to international environment and corporate world Ability to evaluate Global Competition and international economic cooperation 						
Module 1	International Business Environment						10
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.							
Module 2	Globalization:						10
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.							
Module 3	International Economic Institutions and Liquidity						10
IMF, World Bank, UNCTAD, UNIDO, Asian Development Bank, International Trade Centre, International Development Association, International Liquidity and SDRs.							
Module 4	International Economic Co-operation and Agreements						12
SAARC, SAPTA, Indo-Lanka Free Trade agreements, India's Recent Regional Cooperation Moves, International Commodity Agreements.							
Module 5	Balance of Payment Account and BoP of India:						10
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.							
Module 6	Global Competitiveness and e-business in regard to International Business						08
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.							

Recommended Books	<ol style="list-style-type: none">1. International Business, P Subba Rao, - Himalaya Publishing House, 3rd Edition, 2013.2. International Business Environment, Francis Cherunilam, - Himalaya Publishing House, 7th edition, 2018.3. International Business, K. Aswathappa, 5th Edition - Tata McGraw Hill, New Delhi, 2012.4. International Business, Michael R. Czinkota, Ilkka
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Semester : III	Specialization : International Business Management	Semester Exam			L/W	Credits		
		Code: 309 II	Export Policy, Procedures and Documents	Theory			I A	Total
				80			20	100
Subject Title					04	04		
Course Objectives	1. To familiarize the participants basic concepts of import/export formalities. 2. To familiarize the participants on important international trade terms. 3. To familiarize the participants processing of an import/export order.							
Course Outcomes	<ul style="list-style-type: none"> • Ability to understand various terms and documentation related to international trade • Ability to undertake various registrations processes related to international trade successfully 							
Module 1	Registration formalities for Exports/Import					10		
IEC Code, DGFT, CB, Regional Licensing authorities, export Promotion Councils, Tax, Excise Authorities. Various types of Exports: Merchant/Manufacture, Government regulation on Export/Import - Banned, prohibited, canalized, restricted items; status house holders-benefits.								
Module 2	International Trade Terms					10		
INCOTERMS 2010-FOB, CIF, EXW etc; UCPDC-UCP 600; Trade contract and trade elements; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary credit; Letter of credit and parties involved; Types of LC; – Documentary bills for collection –DP and DA; Marine and Credit insurance; Export finance – pre-shipment and post-shipment; Price computation-FOB, CFR & CIF.								
Module 3	Import					10		
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	Packing and Labeling of Export Consignments					12		
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	Processing of an Export order					10		
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	Credit Risk Management: Export Credit Insurance	08
<p>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</p>		
<p>Recommended Books</p>	<ol style="list-style-type: none"> 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
		Theory	I A	Total		
Code: 3010 I	Banking Operations Management	80	20	100	04	04
Subject Title						
Course Objectives	<ol style="list-style-type: none"> 1. To understand the basics of Banking and the emergence of Banking in India. 2. To get acquainted with the functionality of the Banks. 3. To know the meaning and use of commonly used technologies in Banking. 4. To make the students understand Banking accounts. 					
Course Outcomes	<ul style="list-style-type: none"> • Ability to know the various functions of the bank • Ability to undertake the responsibilities of daily working of the bank 					
Module 1	Introduction				10	
<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 & Banking: Nationalized & Co- Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking.</p>						
Module 2	Regulatory Framework				10	
<p>Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & 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 & Recovery: Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non- Performing Assets, Effect of NPA on bank's profitability, Provision for NPAs.</p>						
Module 3	Banking and Accounting of transactions				10	
<p>Concepts in Banking and Accounting of transactions: Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET 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>						

Module 4	Final Accounts of Banking Companies	12
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. KYC, Different documents to satisfy KYC.		
Module 5	Interest Computation	10
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 - Calculation of YTM - 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		
Module 6	Negotiable Instruments	08
Meaning of negotiable instruments, Parties to Negotiable instruments, Promissory Note, Bills of Exchange - Types of Instruments of Credit; Term and Due Date of a Bill, Cheques - Types of Cheques, , Collection of cheques and other instruments, handling dishonoured cheques.		
Recommended Books	<ol style="list-style-type: none"> 1. Banking Concepts & Operations by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya 2. The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House. 3. Banking - E. Dharmaraj – SciTech Publications 4. Management of Banking & Financial Services, 3e, Padmalatha Suresh, Pearson Publication 5. Fundamentals of Banking & Finance- Dr. K. M. Bhattacharya- Himalaya Publications 6. Development Banking & Financial Intermediaries –Dr Vasant Desai- Himalaya Publications 7. Indian Financial System – M Y Khan – Tata McGraw Hill 8. Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan. 9. Mudra Banking evamlok with (Money banking & Public Finance)1/e –Dr. S. N. Singh 10. Indian Financial System-A. A. Avadhani. 11. Modern Banking Theory & Practices, D. Muraleedharan , PHI Learning Pvt. Ltd. New Delhi. 	

Semester : III	Speculation : Banking Management	Semester Exam			L/W	Credits
Code : 3010 II	Indian Banking structure	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To introduce concept of Indian Banking structure to student. 2. To deal with practical case studies and prepare students to gain knowledge about banking industry.					
Course Outcomes	<ul style="list-style-type: none"> • Students will be able to gain insight into structure of Indian banking system • Students will become familiar with international Banking environment • Students will be in a position to gain favorable placements. 					
Module 1	Introduction to Banking System					10
Origin of Banks, Indigenous Bankers & Money Lenders, Co-operative Banking Institutions, Regional Rural Bank, Foreign Banks, Developmental Financial Institutions (DFI), National Level Banks,						
Module 2	Types of Banks					10
Central Banks, Commercial Banks, Development Banks, Co-operative Banks, Specialized Banks, RBI as Central Bank						
Module 3	Structure of Commercial Banking					10
Public sector banks, private sector banks, Foreign Banks, Functions of Commercial Banks, Acceptance of deposits, Granting loans and advances, Agency services, Payment & Collection of Cheques, Bill of exchange and promissory note, Trustee Business, Safe Custody, Performance of Government Transactions						
Module 4	International Banking					10
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						
Module 5	Rural Banking					10
Role of Financial Institutions in Rural Banking, Structure and Functions of NABARD, Agricultural Finance, Self-Help Group financing, Government Sponsored Schemes, Financial Inclusion of Rural economy						
Module 6	Modern Trends					10
Social Banking, Lead Bank Scheme, Priority Sector Lending, Micro-credit & micro-finance, Banking Sector Reforms, Asset classification, Securitization, Capital Adequacy Norms, Universal Banking						

Recommended Books	<ol style="list-style-type: none">1. R. Bhaskaran(Indian Institute of Banking & Finance) - General Bank Management, MACMILLAN Publication2. D. M. Mithani – Money Banking & Public Finance - Himalaya Publishing House3. D. Muraleedharan - Modern Banking Theory & Practices, PHI Learning Pvt. Ltd. New Delhi.4. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillan (ISBN : 023-063-611-X / 978-0230-63611-8)5. Banking Theory and Practice – K. C. Shekhar, Lwekshmy Shekhar – S. Chand Publishing
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Semester : III	Specialization : Systems Management	Semester Exam			L/W	Credits
Code: 3011 I	Management Information System	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students understand the working at different levels of management and use of different information system at these levels. 2. To make students capable of understanding implementation of management information systems in different functional areas 3. To make students understand the importance and strategic use and advantage of MIS. 4. 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.. 					
Course Outcomes	<ul style="list-style-type: none"> • Understanding of functional requirements MIS • Ability to coordinate between business and technology elements of the organization • Efficiency in smooth and successful implementation of MIS in any organization 					
Module 1	Scope and Objectives of MIS:					08
The role and importance of Information Systems, The place of Information Systems in the organization, The power of MIS, Uses of MIS.						
Module 2	The Challenge of Information System:					12
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.						
Module 3	Strategic Role of Information Systems:					10
Strategic role of information systems, Information as a strategic resource, Concept of strategic information system. Contribution of information systems to pursue competitive strategies						
Module 4	Information System Success and Failure:					08
Major problem areas in information system, Principle causes of information system failure, Evolution of success of information systems. Appropriate strategies to implement the process.						

Module 5	Application of MIS in Various Functional Areas:	12
Marketing Information Systems, Financial Information Systems, Human Resource Information Systems, Production Information Systems.		
Module 6	Knowledge Management	10
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	<ol style="list-style-type: none"> 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	Specialization : Systems Management	Semester Exam			L/W	Credits
Code: 3011 II	ERP and SPD	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students understand the components and interrelations of ERP. 2. To make students capable of implementation of ERP 3. To make students understand the various elements and stages of System analysis and designing. 4. To make students understand the role of Project Manager and the skills required to become successful in the role. 					
Course Outcomes	<ul style="list-style-type: none"> • Understanding of technologies and interrelations of ERP • Ability to analyse the business system and design ERP modules effectively • Develop required skills to become successful Project Manager 					
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	<ol style="list-style-type: none">1. Enterprise Resource Planning -Alexis Leon2. ERP Ware : ERP Implementation Framework -V.K. Garg & N.K. Venkatkrishnan3. ERP –Leon4. ERP Concepts and Planning -Garg & Venkatkrishnan5. ERP - Dr. Milind Oka6. Modern System Analysis and Design -Jeffrey A. Hoffer, Joey F. George, Goseph S. Valacich7. System Analysis & Design -Elias Awad8. System Analysis & Design methods -Whiten, Bentley
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Semester : III	Specialization : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
Code: 3012 I	Fundamentals of Agriculture & Co-Operative Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To make students understand about Agriculture sector 2. To make students understand about the cooperative institutions 3. To make students understand the importance of cooperatives in the economy					
Course Outcomes	<ul style="list-style-type: none"> Students will be able to appreciate the role of Agriculture sector and cooperative organisations in the economy 					
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						

Recommended Books	<ol style="list-style-type: none">1. Co-operative Management Pattern. - Ansari A.A.-2. New Dimensions of Co-operative Management.- Akhnat J.S.-3. Co-operative Management and Administration. - Goel B.B.-4. Professional Management for Co-operatives. - Sah A.K.-5. Rural Development and Banking in India. - Ajit Singh-6. Financing Small and Marginal Farmers through Co-operative Credit Structure. – Dandekar V.M.7. Bank Finance Rural Development - Naidu L.K.8. Agriculture problems of India - Mamoria
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Semester : III	Specialization : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
Code: 3012 II	Agricultural Marketing	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make students understand the factors involved in Agriculture produce marketing 2. To make students understand the marketing agencies with respect to agricultural products 3. To make students understand the role of Government in Agricultural marketing and Rural marketing 					
Course Outcomes	<ul style="list-style-type: none"> • Appreciate the unique approach expected to market the agricultural products • Ability to set marketing environment for agriculture products and undertake rural marketing 					
Module1	Agricultural Marketing and Market Structure:				10	
<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	Agricultural Marketing Functions				10	
<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	Marketing Agencies, Institutions and Channels				10	
<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	Marketing of Farm Inputs:				10	
<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	Government Intervention and Role in Agricultural Marketing	10
Characteristics of Traditional Agricultural Marketing System. Directorate of marketing and Inspection. Regulation of Agricultural Marketing: Definition, Features, Classification. State Trading: Objectives, Types.		
Module 6	Rural Marketing:	10
Introduction, Classification, Characteristics, Rural Consumer, Segmentation, Rural Product, Rural Price, Rural Distribution, Rural Communication.		
Recommended Books	<ol style="list-style-type: none"> 1. Integrated Rural Development - Arora R.C. 2. Politics and Society in Rural India - Mishra S.N. 3. Competitive Strategy - Porter, Michael E 4. Marketing Management - Philip Kotler 5. Indian Agricultural Economics -Myths and Realities - Rudra Ashok 6. Competing Against Time - Stalk George 7. Export Management - Prof. Laxmi Narayan 	

Semester : III	Open Elective	Semester Exam			L/W	Credits
Code: 3013	Entrepreneurship Development	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make the students understand the importance of Entrepreneurship. 2. To make students understand various traits, competencies of entrepreneurship and ways of developing them 3. To embed into students an inspiration to opt Entrepreneurship as Career. 4. To make students know about the supportive environment for Entrepreneurship 					
Course Outcomes	<ul style="list-style-type: none"> • Motivation to become Entrepreneurs • Capability to explore the scope of Entrepreneurial career • Approaching market needs with innovative enterprising solutions. 					
Module 1	Foundations of Entrepreneurship Development:					14
<p>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.</p>						
Module 2	Influences on Entrepreneurship Development					06
<p>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.</p>						
Module 3	Innovation and Entrepreneur					04
<p>Innovation – Concept and Meaning, Difference with Invention and Creativity, Role of innovation in entrepreneurship, Sources of Innovation, Principles, Barriers and essential conditions for Innovation</p>						
Module 4	Women, Rural & Social Entrepreneurship					10
<p>Women Entrepreneurs – Meaning and concept, Problems/Challenges and Remedies to Woman Entrepreneurship</p> <p>Rural Entrepreneurship – Meaning, Need, Problems.</p> <p>Social Entrepreneurship – Meaning and Concept, examples of Social Entrepreneurship and its features.</p>						

Module 5	Creating Entrepreneurial Venture	12
<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 & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Feasibility Reports - Technical, Financial, Marketing, Personnel.</p>		
Module 6	Entrepreneurship Development Environment & Financial Support	12
<p>Role of the following agencies in the Entrepreneurship Development</p> <ol style="list-style-type: none"> i. DIC – District Industrial Center ii. NSIC – National Small Industries Corporation iii. NEDB – National Entrepreneurship Development Board <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>		
Recommended Books	<ol style="list-style-type: none"> 1. Fundamentals of Entrepreneurship Development and Project Management – Lipika K. Guliani & R. K. Gupta – Himalaya Publishing House (ISBN : 978-93-5142-684-4) 2. The Dynamics of Entrepreneurial Development and Management – Vasant Desai. – Himalaya Publishing House (ISBN : 978-93-5024-454-8) 3. Fundamentals of Entrepreneurship – G. S. Sudha – R. B. D. Publishing House (ISBN : 81-8142-120-5) 4. Entrepreneurial Development – S. S. Khanka – S. Chand & Co. (ISBN : 978-81-219-1801-5) 5. Entrepreneurship Development – E. Gordon & K. Natarajan – Himalaya Publishing House (ISBN : 978-93-5202-540-4) 	

Semester – IV

Semester: IV	Hard Core	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code : 401	Business Ethics & Corporate Governance					
Subject Title		80	20	100	4	4
Course Objectives	<ol style="list-style-type: none"> 1. To introduce Business Ethics and corporate governance concepts to student Managers. 2. To teach students practical application of Ethical practices in life situations. 3. To deal with case studies and deal with practical problem solving ethical approach. 					
Course Outcomes	<ul style="list-style-type: none"> • Students will be able to take appropriate ethical decisions after learning corporate Governance. • Students will become familiar with international ethical environment and know concepts of Indian ethics and governance. • Students will be ready with corporate ethical and governance knowledge and will be ready for attractive placements 					
Module 1	Introduction to Business Ethics				10	
An overview of Ethics – Business Ethics – Concepts – Nature, Objectives, Need and benefits –Ethical theories – Values & Value based Management .Importance of Ethics in business. Stages of Ethical Consciousness. principles of business ethics						
Module 2	Theories of Business Ethics				10	
Introduction of values, characteristics of values, importance of values, business values, corporate values. Relationship of values, norms, belief and standard Ethical theories- Metaethics, Normative Ethics, Teleological ethical theory, Deontological Ethical Theory– Ethical Decision Making – Ethical Dilemma –						
Module 3	Ethics in Functional Areas.				10	
Ethical issues in Finance – Ethical issues in Marketing – Ethical issues in HR – Ethical Issues in Operations – Ethics in Information Technology – Trans-cultural issues.						
Module 4	Corporate Social Responsibility				10	
Corporate Social Responsibility & its Significance in Business – Concept of Social Audit & its Relevance Corporate Social Responsibility and corporate citizenship – Forms of CSR, Dimensions of CRS – Stakeholder theory of corporation.						

Module 5	Corporate Governance.	10
Introduction Definition of Corporate Governance Evolution of Corporate Governance Difference between Corporate Governance and Corporate Management Theories of Corporate Governance Models of Corporate Governance		
Module 6	Roles and Responsibilities of Directors in Corporate Governance.	10
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		
Recommended Books	9. Business Ethics- Andrew Crane & Dirk Matten. 10. Business Environment - Francis Cherunilam, Himalaya 11. Business Ethics – C. S. V. Murthy. 12. Entrepreneurial Development. Dr. S.S. Khanka , S Chand Publication. 13. Business Ethics, Manisha Paliwal –New Age International Press, New Delhi. 14. Management Ethics, Patyrick J. A. & Quinn J. F. – Response Publishing, New Delhi. 15. Ethics in Management, Sherlekar – Himalaya Publishing, New Delhi.	

Semester : IV	Hard Core	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code : 402	Total Quality Management	80	20	100	04	04
Subject Title						
Course Objectives	1. To teach students about importance of Quality and Total Quality Management 2. To make students familiar with the tools and techniques of Quality Management 3. To provide knowledge to the students regarding the essential quality standards					
Course Outcomes	<ul style="list-style-type: none"> Students will be able to apply the Quality Concepts to improve work performance Students can find the relevance of the quality concepts while implementing in the organization 					
Module 1	Introduction to Quality and Total Quality Management (TQM):					10
Concept, importance, Quality movement in India, Dimensions of Quality, types of quality, benefits of quality, quality and competitive advantage, total quality, fundamentals of total quality, major process components of TQM, key elements of total quality management						
Module 2	Quality Philosophies and Quality Circle:					08
Quality Gurus - W Edward Deming, Joseph M. Juran, Philip B. Crosby and Vilfredo Pareto, Quality circles (QC)- concept, implementation of QCs, quality circles in India						
Module 3	Total Quality Control and Continuous Improvement:					12
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	Benchmarking and 5-S:					08
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	Cost of Quality and Statistical Quality Control (SQC):					10
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	TQM Models, QM System & Audit:					12
Malcolm Baldrige national quality award, Demings Award, European quality award, Confederation of Indian Industries award, Quality Systems, Quality management principles, ISO 9001: 2000, ISO 14000, Quality audit concept, Audit tools & techniques.						
Recommended Books	1. Total Quality Management, Dr. D. D. Sharma, Sultan Chand & Sons 2. Total Quality Management, K. Shridhar Bhat, Himalaya Publishing House 3. . Total Quality Management, Shailendra Nigam, Excel Biiks 4. Production and Operations Management, K. Aswathappa					

Semester : IV	Specialization : Marketing Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 403 III	Integrated Marketing Communication and digital Marketing	80	20	100	4	4
Subject Title						
Course Objectives	1. To teach different promotion tools. 2. To train students on importance and combination of various promotional tools 3. To acquaint the students to learn and apply the concept of digital marketing.					
Course Outcomes	<ul style="list-style-type: none"> Understanding importance and application of different promotional tool Learn and apply the importance of digital marketing 					
Module 1	Introduction to integrated Marketing Communication				08	
Concept, Tools for IMC-Advertising, sales promotion, personal selling, public relations, direct marketing, IMC planning process, Fundamentals of advertising, advertising appeal in various stages of PLC, types of advertising including corporate advertising.						
Module 2	Advertising Agency & Media Planning:				10	
Functions of advertising agencies, Client-Agency-Relationship, agency compensation, Future of Advertising Agency, Campaign Planning and Creativity in Advertising, Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.						
Module 3	Promotional mix elements				12	
Concept of sales promotion, growth of sales promotion, types of sales promotion, Concept of Direct Marketing, advantages/disadvantages and direct marketing strategies, e-commerce, event management, trade fairs and exhibitions, Public relations- Meaning, developing and executing public relations program, Personal selling- role of personal selling in IMC program, advantages and disadvantages						
Module 4	International Advertising and promotion				08	
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:	12
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		
Reference Books:	<ol style="list-style-type: none"> 1. Advertising and Promotion, George E Belch and Michel A Belch and Keyoor Purani, Tata McGraw Hill, 9th edition, 2010. 2. Foundations of Advertising, S. A. Chunawalla and K. C. Sethia, Himalaya Publishing House, 7th edition, 2009 3. Digital Marketing 2.0, Dr. Rushen Chahal & Prof. Jayanta Chakraborti, Himalaya Publishing House Advertising Management, Rajeev Batra, John G. Myers and David A. Aaker, Pearson Education, 5th edition, 2009. 4. Advertising & Sales Promotion, S. H. H. Kazmi and Satish K Batra, Excel Books, New Delhi, 2001. 	

Semester : IV	Specialization : Marketing Management	Semester Exam			L/W	Credits
Code: 403 IV	Services and Retail Marketing	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	9. To acquaint students with Business Services and Service Industry. 10. To equip students with the basic knowledge about retail management. 11. To make students understand scope and opportunities in Service as well as Retail industry					
Course Outcomes	<ul style="list-style-type: none"> • Insights about service industry. • Training in key management skills needed to streamline the retail process. • With growth opportunities in organized retail, it attracts towards well-paid jobs and good career opportunities. 					
Module 1	Service Marketing					10
Meaning, definition, Need & Importance of services, Distinction between services & goods, characteristics of services, Classification of services, Reasons for growth of the service economy.						
Module 2	Marketing Mix for Service					12
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.						
Module 3	Marketing strategies for different services					08
Financial, Insurance, Consultancy Services, Healthcare, Educational, Roadways, Railways Airline, Hospitality-Hotel, Travel, Tourism.						
Module 4	Introduction to Retail					10
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.						
Module 5	Store Design					10
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						
Module 6	Merchandise Management					10
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.						

Recommended Books	<ol style="list-style-type: none">1. Service Marketing – Dr. S. Shahjahan2. Service Marketing – S. M. Jha3. Service Marketing – Vasanti Venugopal, Raghu V.N4. Service Marketing & Management –Dr. B. Balaji5. Retailing Management – Swapna Pradhan6. Retail Management – Gibson Vedmani7. Retail Management – Suja Nair
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Semester : IV	Specialization : Marketing Management	Semester Exam			L/W	Credits
Code: 403 V	International Marketing	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. The aim of the course is for the student to develop their knowledge and understanding of the field of international marketing, which includes strategies for internationalization and the structural changes of markets. 2. The course also aims to allow students to develop in-depth knowledge of internationalization in the retail sector in relation to the companies' social responsibility. 					
Course Outcomes	<ul style="list-style-type: none"> • Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies. • Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings. 					
Module 1	Introduction to Marketing					10
<p>Marketing: Meaning, Nature & Scope as the key business function in Organizations – Marketing for New Realities – Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Marketing Intelligence Market Strategic Planning – Elements of Marketing Plan</p>						
Module 2	International Buying Behaviour					10
<p>Customer Relationship Management – Loyalty Programs. Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Niches.</p>						
Module 3	International Product Planning and Pricing Decisions:					10
<p>International Product Planning and Pricing Decisions: 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</p>						

Module 4	International Distribution Decisions	10
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.		
Module 5	International Promotion Strategies	10
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.		
Module 6	Policy Framework And Procedural Aspects & Global e-marketing	10
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 Global e-marketing – The death of distance, Mobile marketing, The development of E- Commerce – B2B, E-marketing on social media sites		
Recommended Books :	<ol style="list-style-type: none"> 1. International Marketing, Francis Cherunilam ,Himalaya Publication House (ISBN :978-93-5367-055-9.) 2. International Marketing - Onkvisit, Sak., and John J. Shaw - Tata McGraw Hill 3. Global Marketing - Keegan, Warran J. and Mark C. Pearson. 4. International Marketing Management , M.V. Kulkarni, Everest Publishing House 5. International Business – P. Subha Rao - Himalaya Publication House 6. Global Marketing Management – Warren J Keegan, Naval K. Bhargava 	

Semester : IV	Specialization : Financial Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 404 III	Financial System of India. Markets and services	80	20	100	4	4
Subject Title						
Course Objectives	3. To introduce financial concepts to student Managers. 4. To teach students application of Components Financial system					
Course Outcomes	<ul style="list-style-type: none"> • Students will be able to take appropriate financial decisions after learning the subject. • Students will become familiar with Financial Business Environment and know concepts of Indian Financial system • Students will be ready with corporate requirements and attract favorable placements 					
Module 1	Introduction to Indian financial system					10
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.						
Module 2	Capital Market – Primary Market:					10
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						
Module 3	Capital Market - Secondary Market					10
: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						
Module 4	Introduction to Derivatives					10
Introduction to Derivatives: Introduction to derivative market, history of derivative market - need for derivative market, Types of derivative market- Forward, Futures, Options & Swap. Economic Benefits of derivative Markets. Distinct features of derivative markets.						

Module 5	Commodity Market, Money Market	10
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 Market Intermediaries.		
Module 6	Mutual Fund and Financial Services.	10
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		
Recommended Books	<ol style="list-style-type: none"> 1. Financial Institutions and Markets- Bhole, Tata McGraw Hills 2. Indian Financial System- Khan M.Y. Tata McGraw Hills 3. Financial Markets and Services- E. Gorden and K. Natarajan, Himalaya Publications 4. Indian Financial System – Bharati V. Pathak Himalaya Publications 5. Indian Financial System – H. R. Machiraju, Vikas Publication 6. Indian Financial System – Dr. G. Ramesh Babu, Himalaya Publications 7. Financial Markets and Institutions – Jeff Madure (Cengage) 8. Indian Financial Market- Naliniprava Tripathy, PHI 	

Semester : IV	Specialization : Financial Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 404 IV	Investment Management	80	20	100	4	4
Subject Title						
Course Objectives	1. To make students aware of various investment avenues and evaluate their benefits in terms of returns and risks 2. To make students knowledgeable of techniques to analyse various capital generating models and their benefits and limitations.					
Course Outcomes	<ul style="list-style-type: none"> Ability to undertake investment decisions on the basis of appropriate analysis and evaluation in respect of Risk, Returns, Liquidity, etc. 					
Module1	Introduction to Investment and its Avenues:-					12
1.1: Investment: - Meaning, nature and Objectives of Investment, Investment v/s speculation & Gambling, Investment Process, Characteristics of Investment and Investment attributes. 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. 1.3 Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, Gilt-edged securities. 1.4 Other Avenues- Units of MF, Life Insurance, Real Estate						
Module2	Risk and Return Analysis					06
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.						
Module3	Investment Management Framework					06
3.1:Investment Management Framework:- Review of investment avenues, Specification of Investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation						
Module4	Analytical Framework for investment in Shares					14
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 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. 4.3: Capital Asset Pricing Model-Meaning and components 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. 4.5: Factors Models and Arbitrage Pricing Theory:- Arbitrage Pricing Theory and its principles						

Module5	Bond Valuation	12
<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>		
Module6	Investment plans for individuals at various life cycle stages	10
<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><i>Practical Problems should be covered on</i></p> <ul style="list-style-type: none"> • Risk and Return • Valuation of Bonds and • Preparation of Investment plans for Individuals at various stages of life cycle. 		
Recommended Books	<ol style="list-style-type: none"> 1. Investment Analysis and Portfolio Management – Prasanna Chandra- TMG Hills. 2. Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Pub. 3. Investment Management - V. A. Avadhani, Himalaya 4. Portfolio Management – Samir Barua, J. R. Varma, V. Raghunathan Himalaya Publication 5. Personal Financial Planning Guide - Ernst and Young’s Cengage 6. Investment Management – Preeti Singh - Himalaya Publication 7. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon Prentice Hall. 8. Modern Investments and Security Analysis – Russell J. Fuller & James L. Farrell, Jr. 9. Investment Analysis and Portfolio Management- M. Ranganathan and R. Madhumathi Pearson 	

Semester : IV	Specialization : Financial Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
	Code: 404 V	International Finance	80	20	100	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To make the students understand the foreign exchange market and the policies regarding the same. To make students knowledgeable in respect of international financial markets and various terminologies and mechanisms adapted in operating the same 					
Course Outcomes	<ul style="list-style-type: none"> 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. 					
Module1	International Business Environment					06
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	World Financial Markets and Institutions					10
International Banking, International Bond Market, International Equity Market, Introduction to NASDAQ, NYSE, Tokyo Stock Exchange, London Stock Exchange, Introduction to ADR and GDR						
Module3	Foreign Exchange Market & Rate Mechanism					08
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	Risks in International Operations					06
Exchange rate risk, Interest rate risk and political risk., Techniques of covering risks- Internal and External.						
Module 5	Balance of Payment					(08)
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	Financial Management of the Multinational Firm					12
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						

Practical Problems should be covered on:

- Exchange Rate quotations and arbitrage
- 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 : Tourism and Hospitality Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 405 III	Accommodation Management	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> 1. The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels. 2. To make the learner to understand about the operation and the management of Housekeeping department in hotel. 3. The learner shall be competent for handling Accommodation management processes and procedures in hospitality Industry. 					
Course Outcomes	<ul style="list-style-type: none"> • Ability to undertake front office activities in accommodation efficiently and ensure excellent hospitality towards customers 					
Module1	Introduction					08
<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>						
Module2	Housekeeping Functions					12
<p>Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst. Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs.</p>						
Module3	Infrastructure Management					12
<p>Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets: Curtains & draperies, valances, swag- Window cleaning – Equipment and Agents.</p> <p>Floor Lighting: Classification / type - Lighting for the guest rooms & public areas. Different types of windows</p> <p>Colours-Managing Inventories: Colour Wheel - Colour Schemes - Psychological effects of colour. Linen & Uniforms-Cleaning equipment's & Agents Budget Process-Safety & Security-pest control-Safety and security.</p> <p>Soft furnishing & Accessories: Types, use & care of soft furnishing.</p> <p>Role of accessories: Floor, Floor finishes & wall carving- Classification / types - Characteristics - Selection criteria - Cleaning Procedures – care & maintenance - Agents used, polishing / buffing-Floor seals.</p>						
Module4	Hospitality Personnel Management					10

Managing Human Resources:-Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline.		
Module5	Green Hospitality	08
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.		
Module 6	Practical	10
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.		
Recommended Books	<ol style="list-style-type: none"> 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. Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005. 4. Hotel Front office & Operations management, Oxford University Press, Jatashankar R.Tiwari 5. Managing the Lodging Operations by Robert Christie Mil 6. Commercial Housekeeping & Professional Front Office management by Robert H. Woods 	

Semester : IV	Specialization : Tourism and Hospitality Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 405 IV	Facility and Security Management	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> 1. Describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design 2. Organization and Management of Maintenance department 3. Describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel. 4. Explain how Green Management practices can contribute to the overall sustainability of the hotel area. 					
Course Outcomes	<ul style="list-style-type: none"> • Ability to manage all the facilities of the hospitality industry and ensure safe, secured and well maintained services provided to the customers 					
Module1	Introduction to Facility Management					10
<p>Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management’s responsibilities towards facility management- Responsibilities of facility manager and facility department.</p>						
Module2	Maintenance Management System					10
<p>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.</p>						
Module3	Heating, Electrical, Lighting and Laundry Systems					10
<p>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.</p>						
Module4	Environment and Sustainability Management					10
<p>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.</p>						

Module 5	Safety and Security Systems	10
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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		
Module 6	The Security Department	10
Role and functions of the Security Department, Traditional Responsibility, Court Mandated Standards – Physical or property related, Personnel Related, Administrative or procedure related.		
Recommended Books	<ol style="list-style-type: none"> 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 	

Semester : IV	Specialization : Tourism and Hospitality Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 405 V	Hospitality and tourism Marketing.	80	20	100	4	4
Subject Title						
Course Objectives	1. To educate concepts of Hospitality and Tourism Marketing 2. To teach importance of Customer service in Hospitality and Tourism industry					
Course Outcomes	<ul style="list-style-type: none"> • Knowledge about Recent marketing Trends in Hospitality and Tourism industry • Application of marketing Mix for Hospitality and Tourism Businesses 					
Module1	Marketing Concepts				10	
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						
Module2	Developing Marketing Opportunities and Strategies				10	
Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation - Targeting and Positioning for competitive Advantage						
Module3	Marketing Mix in Tourism Industry				10	
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						
Module4	Promotion				10	
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						
Module 5	Managing Customer Service				10	
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>Recommended Books</p>	<ol style="list-style-type: none"> 1. Kotler, P, Bowen, J & Makens, J : Marketing for Hospitality and Tourism, Prentice Hall 2. Bisht, S.S. : Tourism Marketing, Market Practices in Tourism Industry, Sarup Book Publishers Pvt. Ltd. 3. Holloway, J.C., Plant, P.V. (1988): Marketing for Tourism, Pitman Publishing, London 4. Jha, S.M.: Tourism Marketing 5. Stephan, F. et al (): Tourism Marketing and Management Handbook, Prentice Hall 6. Wahab, S. G. : Tourism Marketing, Tourism International Press 7. Woodruffe, H. : Service Marketing, Macmillan India Ltd. 8. Managing the Lodging Operation – Robert Christie Mill – Pearson Education 	

Semester : IV	Specialization : Production and Materials Management	Semester Exam			L/W	Credits
Code: 406 III	Industrial Engineering	Theory	I A	Total		
Subject Title			80	20	100	04
Course Objectives	1. To teach work study and method study 2. To make students familiar with standard time and work measurement in manufacturing environment					
Course Outcomes	<ul style="list-style-type: none"> • Ability to measure the outcome of work in respect of utilization of resources and evaluate productivity • Ability to identify processes that can be undertaken for BPR to improve productivity 					
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	1. Work Study – I.L.O. 2. Work study of Ergonomics – L. C. Jhamb 3. Work Study – Curie and Faraday 4. Industrial Engineering and Management – O. P. Khanna					

Semester : IV	Specialization : Production and Materials Management	Semester Exam			L/W	Credits
Code: 406 IV	Quality Management	Theory	I A	Total		
Subject Title			80	20	100	04
Course Objectives	1. To teach importance of quality in manufacturing concern 2. To teach various methods and techniques to improve and control quality of production					
Course Outcomes	<ul style="list-style-type: none"> Appreciate the importance the quality methods and techniques to ensure accuracy in quality output. 					
Module 1	Introduction to Quality Management					10
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						
Module 2	Product Quality Improvement					10
Quality Function Deployment Robust Design and Taguchi Method Design Failure Mode & Effect Analysis Product Reliability Analysis Six Sigma in Product Development.						
Module 3	Quality Tools and Techniques					10
Problem solving techniques of Quality, Root cause analysis, Quality tools, decision matrix, Benchmarking as a Quality Control Tool						
Module 4	Statistical Quality Control					12
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.						
Module 5	Quality Control management					10
Quality Assurance/ Quality Control, Consequences of poor-quality management, Tolerances, over control and under control, standard operating procedures of quality management.						
Module 6	Quality Management systems and quality Awards					08
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						

Recommended	1. Total Quality Management, Dr. D. D. Sharma, Sultan Chand & Sons
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Books	<ol style="list-style-type: none">2. Total Quality Management, K. Shridhar Bhat, Himalaya Publishing House3. Total Quality Management, Shailendra Nigam, Excel Books4. Production and Operations Management, K. Ashwathapa & K. Shridhara Bhatt, Himalaya Publishing House5. Fundamentals of Quality Control and Improvement, Mitra A., PHI, 2nd Ed.6. The Management and Control of Quality, J Evans and W. Lindsay, 6'th Edition.7. Total Quality Management, Dale H Besterfield, Pearson Education, New Delhi8. Total Quality Management, Juran Joseph M, McGraw Hill.9. Quality Control and Total Quality Management, Jain, Tata McGraw Hill.
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Semester : IV	Specialization : Production and Materials Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 406 V	World Class Manufacturing	80	20	100	04	04
Subject Title						
Course Objectives	1. To make students aware about importance of world class manufacturing with respect to domestic and international businesses 2. To make students knowledgeable regarding social responsibility of manufacturing in respect of environment, human resource, etc.					
Course Outcomes	<ul style="list-style-type: none"> Appreciate the importance of maintaining excellent manufacturing environment and practices for establishing global presence 					
Module 1	World Class Manufacturing Environment				10	
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	Globalization and Manufacturing				10	
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	Human Resource Management in WCM				10	
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	Production Process Reliability				12	
Total productive maintain concept of reliability, reliability improvement, concept of maintainability and maintainability improvement.						
Module 5	Automation in design and Manufacturing				10	
Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.						
Module 6	Environment Pollution				08	
Factors causing Pollution, Effect on human health, Control of environment Pollution.						

Recommended Books	<ol style="list-style-type: none">1. World Class Manufacturing – K. Shirdhar Bhat2. Management today- Burton and Thakur.3. Operation Management- Hughes, Chris.4. Supply Chain Management for competitive advantage – R. Raghavan5. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar. (Mac Milan)6. Making Common Sense Common Practice – Models for manufacturing excellence –Ron Moore (Butter worth Heinmann)7. The Toyota Way - Jeffrey K. Liker – (Tata McGraw Hill)8. Just In Time Manufacturing – M. G. Korgaonkar
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Semester : IV__	Specialization : Human Resource Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 407 III	Industrial Relations and Labour Laws	80	20	100	04	04
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To provide knowledge regarding the legislative framework in respect of workforce and industrial relations. To provide knowledge regarding terms and conditions related to compensation and employee welfare 					
Course Outcomes	<ul style="list-style-type: none"> Ability to operate within the legislative framework applicable to various levels of employees and types of industries. Ability to handle grievance and disputes as per the legal procedures 					
Module 1	Industrial Relations					10
<p>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</p>						
Module 2	Industrial Disputes					8
<p>Definition, Causes of Industrial Disputes, Types of disputes, Prevention of disputes, Settlement of Industrial Disputes. Provisions related to Industrial Disputes Act, 1947.</p>						
Module 3	Grievance & Disciplinary Procedure					12
<p>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.</p>						
Module 4	Legislations to Factory					10
<ol style="list-style-type: none"> Factories Act 1948. Industrial Employment standing order Act 1946 The Trade Unions Act 1926, 						
Module 5	Wage Legislation					12
<ol style="list-style-type: none"> Minimum wages Act 1948 Payment Of wages Act 1936 Payment of Bonus Act 1965 						

Module 6	Social Security Legislations	10
<ol style="list-style-type: none"> 1. Provident Fund Act 1952 2. Payment of Gratuity Act 1972 3. The Employees Pension Scheme 1995 4. The Maternity Benefit Act, 1961 		
Recommended Books	<ol style="list-style-type: none"> 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 AM, 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
		Theory	I A	Total		
Code: 407 IV	Competence Based HRM.	80	20	100	04	04
Subject Title						
Course Objectives	1. The objective of the course is to enable the students to understand the competency framework, competency based management system					
Course Outcomes	<ul style="list-style-type: none"> Students will understand the competency based HR practices and its impact on individual and organization's performance Students will be able to analyze, and implement the competency concepts at various levels in the organization 					
Module 1	Competency Management					08
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						
Module 2	Human Resource Development					08
Definition, Objectives, Principles, Dynamics factors around HRD, Aligning HRD functions to business goals, Challenges to HRD.						
Module 3	Competency based Training and Development					10
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						
Module 4	Performance Appraisal					12
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.						
Module 5	Base Compensation and Competency based compensation					12
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						

Module 6	Information Technology in Human Resources	10
<p>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</p>		
<p>Recommended Books</p>	<ol style="list-style-type: none"> 1. Competency based HRM: A strategic resource for competency mapping, 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) 	

Semester : IV	Specialization : Human Resource Management	Semester Exam			L/W	Credits	
		Code: 407 V	Theory	I A			Total
		Subject Title					
Course Objectives	1. The objective of the course is to provide more information towards HR practices in the global context						
Course Outcomes	<ul style="list-style-type: none"> • Students will understand the HR practices followed in the global context • 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. 						
Module 1	Introduction to IHRM & Culture				10		
Concept of Expatriate; IHRM concept & IHRM Model; Domestic Vs International HRM; What is culture; Cultural Sensitivity; Hofstede's Model of four cultural dimensions							
Module 2	International Recruitment and Selection				10		
Recruitment- Recruitment at Macro Level- (International staffing approaches); Recruitment at Micro Level; Recruitment Techniques; Selection- Selection Techniques; Causes of Expatriate failure							
Module 3	International Training and Development				10		
Why Global training?, Areas of Global Training; Expatriate Training (Cross Cultural Training); Language Training; Global Mindset Training; Pre-Departure Training; Training for Expatriate; International Team Training							
Module 4	International Compensation Management				12		
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							
Module 5	Strategic Perspectives in Training and Performance Appraisal				10		
Challenges of International Performance Management; Areas to be appraised; Organizational Role Expectations; Systems of Performance Appraisals; Making Performance Appraisal effective.							
Module 6	International Industrial Relations				08		
Concerns of Trade union in Multinational Companies; Quality Circles and Participative Management; Shifts in Industrial Relations in the global context							

Recommended Books	<ol style="list-style-type: none">1. International Human Resource Management--- P. Subba Rao (Himalaya 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 (Cenage Learning)
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Semester: IV	Specialization : International Business Management	Semester Exam			L/W	Credits
Code: 409 III	International Marketing	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To make students aware regarding recent trends in international marketing 2. To make students know factors affecting global product decisions					
Course Outcomes	<ul style="list-style-type: none"> • Ability to undertake marketing activities for international markets • Ability to apply international marketing concepts in international business 					
Module1	Introduction to International Marketing					10
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						
Module2	Analyzing and Targeting Global Marketing Opportunities					10
Global customers- regional market characteristics, global buyers, the global marketing plan, global marketing information systems and research, segmentation, targeting and positioning.						
Module3	Global Product Decisions					10
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.						
Module4	International Pricing Decisions					10
Basic 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	International Marketing Communication & Social Networking					10
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. Social Media, Marketing dimensions of social media, social media and international communication, social media around the world, social media success strategies in international marketing.						
Module 6	Global Marketing Channels and Physical distribution					10
Channel objectives and constraints, distribution channel: terminology and structure, international channel and innovation, channel strategy for new market entry						

Recommended Books	<ol style="list-style-type: none">1. Global Marketing Management – Keegan and Bhargava-Pearson2. International Marketing – Francis Cherunilam – Himalaya Publication House3. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill4. International Marketing-Czinkota & Ronkainen-Cengage Learning5. International Business – P. Subha Rao - Himalaya Publication house
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Semester : IV	Specialization : International Business Management	Semester Exam			L/W	Credits
Code: 409 IV	EXIM Management	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	<ol style="list-style-type: none"> 1. To make students aware regarding Foreign Trade policy and its impact on Export and import activities. 2. To teach students the trends in India's Foreign Trade and government schemes for foreign trade 					
Course Outcomes	<ul style="list-style-type: none"> • Appreciate Government's policies and schemes in respect of EXIM Trade • Appreciate the role of Financial institutions to support EXIM trade 					
Module1	Foreign Trade Policy					10
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						
Module2	Trends In India's Foreign Trade					10
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.						
Module3	Foreign Exchange Management in India					10
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.						
Module4	Export Promotion Scheme					10
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.						
Module 5	Export Oriented Government Institutions					10
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 Appeal (AEPC), ITPO activities, Indian institute of foreign trade.						
Module 6	Role of Financial Institution					10
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	<ol style="list-style-type: none">1. EXIM Management – S. Soundain – MJP Publishers2. Export policy, procedure and documents- M.I. Mahajan- Snow White Publication.3. International Marketing Management – M.V. Kulkarni – Everest Publishing house4. International Business- P. Subba Rao- Himalaya Publication5. International Marketing – Francis Cherunilam – Himalaya Publication house6. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill
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Semester : IV	Specialization : International Business Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 409 V	International Logistics	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To make students understand the role of logistics companies for smooth conduct of international business To make students learn various modes of transport supporting international trade To make students aware of importance of inventory, packaging and warehousing in international logistics system. 					
Course Outcomes	<ul style="list-style-type: none"> Ability to decide appropriately regarding all elements of logistics in respect of foreign trade 					
Module1	Logistics Overview & Marketing				10	
<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>						
Module2	Transportation Functionality And Principles				10	
<p>Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice</p>						
Module3	Containerization And Chartering Containerization				10	
<p>Genesis, 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>						
Module4	Inventory Management And Packaging				10	
<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>						
Module 5	Inventory Flow And Warehousing				10	
<p>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</p>						

Module 6	Performance Measurement And Trends	10
<p>Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management.</p>		
Recommended Books	<ol style="list-style-type: none"> 1. International Marketing - Sak Onkvisit & John J. Shaw,- Prentice Hall of India 2. International Marketing - Gupta and Varshing, - Sultan Chand and Sons 3. Logistic Management and World Sea Borne Trade - Multiah Krishnaveni, - Himalaya Publication 4. Logistic and Supply Chain Management - Donald J. Bowerson, - Prentice Hall of India 	

Semester : IV	Specialization : Banking Management	Semester Exam			L/W	Credits
Code: 410 III	E-Banking	Theory	I A	Total		
Subject Title			80	20	100	4
Course Objectives	1. To make the students conversant with e-banking products in terms of delivery, security and controls with reference to India					
Course Outcomes	<ul style="list-style-type: none"> Capability to explain and operate all types of E-Banking products and services safely and efficiently. 					
Module 1	Introduction to Banking Technology					8
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	Introduction to Electronic Banking					10
Concept and Meaning, Evolution of E-Banking, Advantages, Disadvantages , barriers and Risks in e-Banking, Infrastructure components of E-banking						
Module 3	Delivery Channels & Payment Systems					12
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	Security, Controls and Guidelines					10
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	RBI Committee Reports					10
Basel guidelines for E-Banking, various RBI Committee Reports on Information Systems.						
Module 6	Managerial View of e-Banking					10
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">1. Internet Banking & Shopping by G Chapman2. E Banking & emerging multidisciplinary processes – Mohommad Ali Sarla3. Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai.4. Banking with Technology, Uppal RK, New Century Publications, New Delhi5. Information System for Modern Management Murdick RG, Ross JHE and Clagget JR Prentice Hall of India, New Delhi.6. E-Banking Management, Mahmood Shah & Steve Clarke, Information Science Reference, (ISBN - 978-1-60566-252-7)7. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillan (ISBN : 023-063-611-X / 978-0230-63611-8)
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Semester : IV	Specialization : Banking Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 410 IV	Marketing of Financial Services	80	20	100	4	4
Subject Title						
Course Objectives	1. To know financial services. 2. To understand marketing of financial services.					
Course Outcomes	<ul style="list-style-type: none"> • Ability to implement marketing strategies in financial services • Ability to appreciate emerging trends in financial services marketing. 					
Module1	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						
Module2	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.						
Module3	Merchant Banking				10	
Merchant Banking – Facets of Merchant Banking - Functions – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act – SEBI Guidelines – Role in Issue Management, Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing.						
Module4	Other Financial Services				10	
Other Financial Services – Leasing and Hire Purchase – Factoring and Forfeiting – consumer Finance – Securitization – Venture Capital – Loan Syndication – Custodial and Depository Services – Credit rating.						
Module 5	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 – Marketing Mix for Financial Services – Promotional Strategies – Customer Relations and Servicing.						
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.						

Recommended Books	<ol style="list-style-type: none">1. Financial Services, M. Y. Khan Tata McGraw Hill.2. Indian Financial System Machiraju, Vikas Publishing House3. Emerging Scenario of Financial Services E. Gordon and K. Natarajan Himalaya Publishing House, Mumbai.4. Merchant banking and Financial Services S. Gurusamy, Cengage South – Western.5. Mutual Funds in India, Sadhale H., Sage, New Delhi6. Financial Markets and financial services, Vasant Desai Himalaya Publishing house.7. Bank Marketing - S. M. Jha Himalaya Publishing House8. General Bank Management, Indian Institute of Banking & Finance - Macmillan Publication
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Semester : IV	Specialization : Banking Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 410 V	Retail & Universal Banking	80	20	100	4	4
Subject Title						
Course Objectives	1. To enable the students familiarizing with operational aspects of retail Banking products and developing suitable strategies to broaden the retail client base.					
Course Outcomes	<ul style="list-style-type: none"> Appreciate to role of Retail banking and ability to undertake the challenges and activities of retail banking. 					
Module1	Retail Banking					10
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.						
Module2	Types of Products					10
Important Retail asset 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, Process of using the cards, Billing Cycle, Credit Points; Other Products / Remittances/Funds Transfer.						
Module3	Retail Strategies					10
Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels- Branch, Extension counters, ATMs, POS, Internet Banking-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking.						
Module4	Trends in Retailing					10
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.						
Module 5	Recovery of Retail Loans					10
Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI, Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines.						
Module 6	Universal Banking					10
Introduction, Definition, Evolution, Importance and Scope of Universal Banking. Comparison of Commercial Banking and Development banking, Universal banking and consumer finance. Universal banking and future of business lending.						

Recommended Books	<ol style="list-style-type: none">1. Fundamentals of Retail Banking Agarwal, O.P., Himalaya Publishing House, Mumbai.2. Banking Marketing Jha, SM, Himalaya Publishing House, Mumbai3. Indian Financial System, Khan, MY, Tata McGraw Hill Publishing Company Ltd., New Delhi4. Modern Banking in India, Uppal;, R. K, & Bishnupriya N, New Century Publications, New Delhi5. Indian Institute of Banking & Finance, Retail Banking, Mumbai6. Banking Services and IT, Uppal, RK, New Century Publications, New Delhi7. Introduction to financial Planning by Taxmann.8. Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia.9. Banking Theory and Practice – K. C. Shekhar, Lwekshmy Shekhar – S. Chand Publishing
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Semester : IV	Specialization : Systems Management	Semester Exam			L/W	Credits
Code: 411 III	Relational Database Management System	Theory	I A	Total		
Subject Title		80	20	100	4	4
Course Objectives	1. To make the students understand the working at RDBMS as Back End Software. 2. To make students understand elements of Database Designing 3. To make students understand SQL commands 4. To make students understand use of Report writing interface to extract data from database in required format.					
Course Outcomes	<ul style="list-style-type: none"> • Understanding of overall working and capability of RDBMS software • Ability to design appropriate database for any organization after proper study of the organization • Efficiency in guiding database building and query handling for an organization 					
Module 1	RDBMS Introduction					10
History, Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.						
Module 2	Modeling Techniques					10
Different Types of Models, Hierarchical Database, Network Database, Relational Database Introduction, Comparison between HDB-NDB-RDB, ERD in detail, Codd's Rules;						
Module 3	Relational Database Design					10
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						
Module 4	SQL Basics					10
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						
Module 5	SQL Commands					10
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						
Module 6	Report Writing					10

Title, Btitle. Skip, set, pause, column, sql.pno, Break on, computer sum, set server output on.

**Recommended
Books**

1. An Introduction to Database
2. Mastering SQL- Martine Gruber-BPB
3. Database System Concept
4. Database System-Connollytm-Pearson
5. Database Management System-P K Gupta-PHI
6. An Introduction to Database System-Date C J-Pearson
7. An Introduction to Database System-Bipin Desai-Galgotia

Semester : IV	Specialization : Systems Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 411 IV	Security and Control Information System	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To make the students understand the concept of information security and importance of controlling the same in an organizational system, To make students understand the need, importance, elements and features of Information Security To make students understand different types of information security and control mechanism against unauthorized tampering of information. 					
Course Outcomes	<ul style="list-style-type: none"> Understanding of information security and its challenges Ability to design an appropriate information security policy for information system of an organization 					
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 Books	<ol style="list-style-type: none"> 1. Network Security: Private Communication in a Public World - Charlie Kaufman, 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 	

Semester : IV	Specialization : Systems Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 411 V	Programming Concepts & Practices	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To make the students understand the concepts and elements of computer programming. To make students capable of building and presenting logic for any organizational problem and decision making situations To make students understand the use of programming constructs in a computer program 					
Course Outcomes	<ul style="list-style-type: none"> Understanding of computer Programming elements and constructs Ability to decide proper flow of program and present the logic using standards 					
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">1. Concepts, Techniques, and Models of Computer Programming - Peter Van Roy and SeifHari di- MIT Press2. Computer Today - Suresh K Basendra - Galgotia Publications Pvt. Ltd.3. Computer Programming in C - V. Rajaraman- PHI Learning4. Computer Concepts and Programming in C - J. B. Dixit
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Semester : IV	Specialization : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 412 III	Agricultural Production Management	80	20	100	4	4
Subject Title						
Course Objectives	1. To make students aware of the apicultural production system & its management 2. To make students knowledgeable regarding agricultural economics and farm technology					
Course Outcomes	<ul style="list-style-type: none"> Ability to appreciate the nature of farm produce, its economy and technology and capability to manage Agricultural production 					
Module1	Agriculture and Productivity Trends				10	
Occupational Structure, Agricultural Production and productivity trends, Causes for low productivity						
Module2	Fundamentals of Farm Management				10	
Scope of modern agriculture, special features of agricultural and industrial production, difference between farm and non-farm business management						
Module3	Farm Production Systems and Management Functions				10	
Peasants, proprietorship, co-operative farming. Capital farming, corporate farming. Land tenure systems and agricultural production management						
Module4	Farm Economics				10	
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.						
Module 5	Farm Technology				10	
Effects of new technology, management and technology change, gains from technological improvement to producers and consumers, mechanism and automation. Green houses						
Module 6	Cost of Production & Other Issues in Farm Management				10	
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						

Recommended Books	<ol style="list-style-type: none">1. An Introduction to Agricultural Production Economics and Farm Management – Robertson C.A.- Tata McGraw Hill.2. Farm Management Economics - Heady, Earl O and Jensen Herald R- Prentice Hall3. Farm Planning and Control - Barnard C.S. and Nix J.S.4. Fundamentals of Modern Agriculture - Blake C.D.5. Fundamentals of Agriculture- Sandhu and Singh6. Indian Agriculture - Agrawal A.N.7. Elements of Farm Management.- Sharma A.N. and Sharma V.K.
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Semester : IV	Specialization : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 412 IV	Agro- Processing Industries & Rural Industrialization	80	20	100	4	4
Subject Title						
Course Objectives	<ol style="list-style-type: none"> To make students aware regarding Rural industrialization and agro processing industry To make students aware of various corporations supporting Agro processing and rural industrialization 					
Course Outcomes	<ul style="list-style-type: none"> Ability to understand the uniqueness of Agri processing and rural industries and accordingly manage them by taking support from various corporations and government schemes 					
Module1	Rural Industrialization & Industries				10	
<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 & Constraints Cottage & Small Scale Industries, genesis of Development of their Industries, Classification: Village & cottage of SSI, SSI: Role of SSI, Problems of SSI, Performance: Production, Employment, Export.</p>						
Module2	Khadi and Village Industry Corporation & Agro Processing Cooperatives				10	
<p>Introduction of KVIC, Organization & Administration of KVIC, Promotional measures of KVIC, Subsidies, Incentives, Financial Inputs.</p> <p>Importance & Functions, Pattern of Organization & Management, Growth & Development, Recent positions, Difficulties & problems, role of Agriculture cooperative.</p>						
Module3	Agriculture Produce Pricing				10	
<p>Market forces: - Demand, Supply. Simple market model and Price Determination:-Tabular Approach, Graphical Approach. Fluctuations in Agriculture Prices, causes & Impact, Price Stabilization, trends in Agricultural Prices.</p>						
Module4	WTO & Its impact on Agro-based Industries				10	
<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	Agro Processing Cooperatives in Maharashtra				10	
<p>Cooperative Sugar Industries, Cooperative Spinning Mills, Dairy Cooperatives, Fishery Cooperatives, Industrial Cooperative Management, Problems & Prospects for agro processing cooperatives.</p>						

Module 6	Rural Credit	10
<p>Need, Objectives, Sources of Agricultural Finance, Rural indebtedness, Factor analysis and implications, systems of rural and agricultural credits in India. Non Agricultural Credit Sector Urban Co-operative Banks: - objects, working of the society Urban Credit societies:- objects, working ,Employees credit societies: -objects, working</p>		
Recommended Books	<ol style="list-style-type: none"> 1. Agricultural Marketing in India - Acharya S. S & Agarwal N. L 2. Diffusion of Agricultural Innovation in village India - Dasgupta S 3. Rural Development - Desai Vasant 4. Planning for rural Development Issues & Case Studies - Dholkia R. H & Iyengar 5. Technological Change & Distribution of Gains in Indian Agriculture. - Hanumantha Rao C. H.- 6. Agriculture Problems in India, - Mamoria. 	

Semester : IV	Specialization : Agriculture & Co-operative Management	Semester Exam			L/W	Credits
		Theory	I A	Total		
Code: 412 V	International Trade And Agriculture	80	20	100	4	4
Subject Title						
Course Objectives	1. To teach students the role of agriculture in international trade 2. To make students knowledgeable regarding the complexities of international trade of agricultural produce.					
Course Outcomes	<ul style="list-style-type: none"> Ability to understand the policies regarding international trade of agricultural products and accordingly take decisions regarding the same. 					
Module1	Scope, Gains and Policies from International trade				10	
Theory of comparative advantages ; trade and welfare; factor mobility ; International capital flows; transfer of technology; Terms of credit comparative cost. Tariffs & Quota, Effects of Tariff Monopoly and price discrimination, state Trading; Bilateral Trade; Multilateral Trade.						
Module2	International Organizations to support Agricultural Trade				10	
Organization and Objectives of International Organization like IMF, IBRD, IDA, IFC, & their Affiliates; The SDR Mechanism and its working; international liquidity problem; international monetary system & trade, GATT, UNCTAD. WTO - Organization & their functions.						
Module3	World Trade Agreements,				10	
trade liberalization, Regional Integration & Economic Growth; Import -Export Procedure; Strategies of Exports for agro based industries.						
Module4	India's position in the Global market				10	
Loading Agriculture Produces/products for Export Earnings; importing countries of these products; Competing Countries; Strategies to Boost Exports						
Module 5	Quality Factors				10	
Processing; AGMARK Grading & Quality Control Packaging, Brand Names; Labeling; Sales Promotion within the country & outside the country.						

Module 6	Commodity SWOT Analysis	10
<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"> a. Cereals--Important crops like Wheat, Rice, etc. b. Pulses--Important crops like Grams, Moong, Urad, etc. c. Oil seeds -- Important crops like Soybean, Mustard, Ground Nuts, Linseed etc... d. Commercial Crops --Important crops Cotton, Jute, Sugarcane, Textiles, Chillies, Onion, Potato, etc. e. Horticulture crops--Important fruits like Apple, Banana, Mango, Grapes, Pomegranates, etc. f. Vegetables--Important crops like Tomato, Brinjal, Cauliflower, Cabbage, etc. 		
Recommended Books	<ol style="list-style-type: none"> 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. 	