

SHIVAJI UNIVERISTY, KOLHAPUR-416 004. MAHARASHTRA
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दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.e-mail:bos@unishivaji.ac.in

Ref./SU/BOS/Com & Mgt./ **No 0 0 3 2 0**

Date : 16/09/2021

To,

The Principal
All Affiliated (Commerce & Management) Colleges/ Institutions,
Shivaji University, Kolhapur

**Subject : Regarding syllabi of B. Com. Part-II Hospitality Management (Sem. III & IV)
Choice Based Credit System (CBCS) degree programme under the Faculty of
Commerce & Management.**

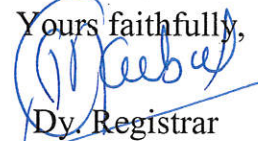
Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi of **B. Com. Part-II Hospitality Management (Sem. III & IV) Choice Based Credit System (CBCS)** under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year **2021-2022** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

Encl : As above

Copy to,

1. I/c Dean, Faculty of Commerce & Management
2. Chairman, BOS under Faculty of
Commerce & Management
3. Director, BOEE
4. Appointment Section
5. P. G. Admission Section
6. B. Com. Section
7. Affiliation Section (U.G./P.G.)
8. Computer Center/I.T.
9. Eligibility Section
10. Distance Education
11. P.G. Seminer Section

for information

for information and necessary action.

SHIVAJI UNIVERSITY, KOLHAPUR.



Estd. 1962

NAAC "A++" Grade

Faculty of Commerce and Management

Syllabus For

B. Com. Part – II (CBCS)

Hospitality Management (Sem III & IV)

(To be implemented from June 2021 onwards)

(Subject to the modifications that will be made from time to time)

Shivaji University, Kolhapur.
B.Com. II (Hospitality Management)

SYLLABUS

Semester -III		Semester -IV	
Course code	Course (subject)	Course code	Course (subject)
Core course			
CC-B1	Accommodation Management	CC-B5	Catering Management
CC-B2	Food and Beverage Management	CC-B6	Food Science and Dietetic Management
CC-B3	Personality Development	CC-B7	Hospitality Marketing
CC-B4	Tourism Issues and Strategies	CC-B8	Public Relations and Corporate Images
General Elective Course			
GEC-G3	Approaches to Research	GEC-G4	Marketing Research and Report Preparation
Ability Enhancement Compulsory Course			
AECC-C3	Financial Management	AECC-C4	Human Resource Management
AECC-EVS	Environmental Science		

B.Com. Hospitality Management Syllabus

Program Outcomes:

PO's	
PO1	Ability to articulate, illustrates, analyze, and apply the knowledge of principles and frameworks of hospitality management to the solutions of real business issues.
PO2	Undertakes task, functions, duties and activities in the operation of the hotels, restaurants, travel, government and non-government agencies in accordance with the competency standards.
PO3	Analyses situation, identifies problems, formulates solutions and implements corrective and/or mitigating measures and action management into foodservice and lodging operations.
PO4	Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven

	decisions
PO5	Ability to effectively communicate in technology facilitated environments, especially in the business context and with society at large.
PO6	Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses.
PO7	Practice professional ethics, provide leadership, demonstrate personal and global responsibility, and work effectively as a team member

Semester III

CC-B1 Accommodation Management

Semester III	Course	Accommodation Management CC-B1
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CCB101	REMEMBERING	1. RECALL and REPRODUCE the various concepts, of Accommodation management.
CCB102	UNDERSTANDING	2. UNDERSTAND the Guest relations and safety and Security Process
CCB103	APPLYING	3. APPLY Front office accounting
CCB104	ANALYSING	4. EXAMINE the impact of contract cleaning and Pest control
CCB105	EVALUATING CREATRING	5. EVALUATE the effectiveness of Textile, Linen uniform room operations

Chapter	Content	Sessions
1. Guest Relations And Safety & Security Processes	Hospitality Desk, Functions and role, Maintenance of records like guest history card etc. Special personality traits for a Guest Relations Executive, Reservations- Procedure for taking reservation, Types of reservation, Situation Handling- Complaint handling procedure, Dealing with unusual situation (Death, theft, fire etc),Safety of Guest Property, Hotel Property ,Prevention of accidents, First Aid, Role & Procedures adopted by the security Department	10

	<p>Practical:</p> <p>a. Dealing with guests at the hospitality desk (enhancing the guest experience)</p> <p>b. Reservation Procedure and its report preparation</p> <p>c.. Prepare report on -Situation for the following instances on Posting charges in guest folio, Practical applications of the Credit Monitoring</p>	05
2. Front Office Accounting	<p>Theory:</p> <p>Accounting fundamentals (types of accounts, ledger, folios, voucher) ,Record keeping system (non automated , semi-automated and fully automated) ,Guest Billing Procedure, Credit Monitoring and Charge Privileges, Cash sheet Calculation of various Statistical data using Formulae (ARR, Room occupancy %, Double Occupancy %, Local Occupancy %, House count),Daily Report, Revenue Report, Discrepancy Report etc.</p>	10
	<p>Practical:</p> <p>a. Prepare report on Hotel House-keeping Management</p> <p>b. Prepare report on Account Handling, Report Generation</p> <p>c. Practical applications of the Charge Privilege</p>	05
3 Textiles, Linen & Uniform Room Operation, Laundry	<p>Theory:</p> <p>Classification of fibers with examples, Characteristics and uses of fabrics used in Hotel Industry</p> <p>Layout of Linen Room, Classification & Selection of Linen, Classification of Bed, Bath, & Restaurant Linen, Sizes of Linen, Calculation of Linen requirement, Linen Control –Linen Inventory Par stock, Linen Coverage, Discard management,</p>	10
	<p>Practical:</p> <p>a) .Visit to a Laundry- Laundering Procedure, Use of Laundry Equipment</p> <p>b) Prepare layout of linen room</p>	05
4. Contract Cleaning and Pest Control	<p>Theory:</p> <p>Definition, concepts, Jobs given on contract Housekeeping, Advantages and disadvantages</p> <p>Pricing a contract. Pest Control-Types of Pests, Preventive and Control Measures</p>	10
	<p>Practical:</p> <p>a) Know about Horticultural aspects, Pest Control System in Hotel</p> <p>b) Prepare report on Contract Housekeeping</p>	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Fibres & Fabrics – Brenda Piper 2. Housekeeping Operations – Robert Martin 3. Housing Management – Matt A. Casado (Wiley) 4. Hotel front Office Training Manual – Sudhir Andrews 5. Principles of Hotel Front Office Operations – Sue Baker, P. Bradley, J. Huyton
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	6. Hotel Front Office – Bruce Braham 7. Managing Front Office Operations – Michael Kasavana, Charles Steadmon 8. Check-in Checkout – Jerome Vallen 9. The Hotel Receptionist- Grace Paige 10. Front Office Procedures and Management- Peter Abbott 11. Front Office Operations / Accommodations Operations – Colin Dix 12. Hotel Reception – Paul White and Helen 13. Front Office Operation and Administration – Dennis Foster 14. Hotel Accountancy & Finance – S.P.Jain & K.L.Narang First 1999 Kalyani Publisher B1/1292, Rajinder Nagar, Ludhiana 15. Hotel Accounting & Financial Control - Ozi D’Cunha Gkleson Ozi D’Cunha- Fist – 2002 – Dickey Enterprises, Kandivali (W) Mumbai
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Nature of Question Paper as Per the CO’s

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.Com. II Hospitality Management

Semester III

CC-B2 Food and Beverage Management

Semester III	Course	Food and Beverage Management CC-B2
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CCB201	REMEMBERING	1 RECALL and REPRODUCE the various concepts, classification and objectives of Food and Beverage Management.
CCB202	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE the purchasing and receiving control of food and beverage management
CCB203	APPLYING	3. APPLY control system for production and storing of food and beverage

CCB204	ANALYSING	4. EXAMINE the impact of menu costing and pricing
CCB205	EVALUATING CREATRING	5. EVALUATE the effectiveness of food and beverage management.

Chapter	Content	Sessions
1. Introduction to Food and Beverage Management	a) Theory Introduction, Classification of Food, Food and Beverage Management, Factors Affecting Food and Beverage Management : External Factors 8 Internal Factors, Commercial Catering , Institutional Catering Introduction to Food Control, Objectives of Food and Beverage Control, Control Cycle	10
	Practical: a) Visit nearest hotel and study their catering process b) Prepare a list of various food provided in your nearest hotel	05
2. Purchasing Control & Receiving Control	Introduction, Perishables and Non-perishables, Formulating Standards, Standard Purchase Specification, Beverage Purchase, Introduction, Establishing Standard Procedures for Food, Establishing Standard Procedures for Beverage	10
	Practical: a) Prepare a list of perishable and non perishables food b) Develop standard procedure for food	05
3 Production Control and Storing	Theory Production Control Introduction: Food Costing, Food Cost Formula for Calculating Food Cost, Beverage Costing, Standard Recipe for Food, Standard Recipe for Beverage Storing, Issue: Introduction, Standard Procedure for Storing Food, Standard Procedure for Storing Beverage	10
	Practical: a) Prepare various food cost sheet b) Prepare standard recipe for various food	05
4 Menu Management & New Trends in Food and Beverage Management	Theory: Introduction to Menu, Types of Menu, Cyclic Menu, Menu Costing and Pricing, Computerized Menu and Dish Costing, Menu Planning, Menu Merchandising New Trends in Food and Beverage Management Introduction: Yield Management, Price Management, Quality Management	10
	Practical: a) Prepare draft menus for classical & casual dining. b) Prepare draft for quality management for hotel	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Management of Food and Beverage Operations. by Jack D. Ninemeier 2. Food and Beverage Management By Bernard Davis Andrew Lockwood Peter Alcott Ioannis S. Pantelidis 3. Management of Food and Beverage by Sudhir Andrews 4. Food and Beverage: Operations to Management, 1/e. Author, : Tarun K Bansal.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.Com. II Hospitality Management**Semester III****CC-B3 Personality Development**

Semester III	Course	Personality Development CC-B3
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CCB301	REMEMBERING	1. RECALL and REPRODUCE the various concepts, Personality development
CCB302	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE the attitude of customers
CCB303	APPLYING	3. APPLY financial and non- financial incentives for motivate the employees
CCB304	ANALYSING	4. EXAMINE the advantages and disadvantages of self esteem
CCB305	EVALUATING CREATRING	5. EVALUATE the effectiveness other aspects of personality development

Chapter	Content	Sessions
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1. Introduction To Personality Development	Concept of Personality- Define Personality, Determinants of Personality Development , Types of Personalities – Introvert, Extrovert & Ambivert person, Factors of Association – Relationship, Personality Traits, Developing Effective Habits, Emotional Intelligence	10
	Practical: a. Select any ten peoples and observe their personality b. Select any ten customers and observe their habit and prepare a short report	05
2. Attitude & Motivation	Theory: Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages –Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude. Concept of motivation - Significance - Internal and external motives - Importance of self-motivation- Factors leading to demotivation	10
	Practical: a. Observe the factors affecting attitudes and prepare a report b. Prepare a list of financial and non-financial incentives of any hotel	05
3 Self-Esteem	Theory: Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self esteem - Symptoms - Personality having low self esteem - Positive and negative self-esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours - Lateral thinking.	10
	Practical: a. Select any ten peoples and observe their symptoms of self esteem b. Prepare a list of positive and negative self esteem	05
4 Other Aspects Of Personality Development	Theory: Body language - Problem-solving - Conflict and Stress Management - Decision-making skills -Leadership and qualities of a successful leader - Character-building -Teamwork - Time management -Work ethics – Good manners and etiquette.	10
	Practical: a. Select any ten people and observe their stress level b. Select any ten people and list their good manners and etiquette	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Seven Habits Of Highly Effective People – Stephen Covey 2. You Can Win – Shiv Khera 3. Three Basic Managerial Skills For All – Hall Of India Pvt Ltd New Delhi
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	4.	Hurlock Elizabeth B Personality Development Tata Mcgraw Hill New Delhi
	5.	Understanding Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)
	6.	Personality Development and Career management: By R.M.Onkar (S Chand Publications)
	7.	Social Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)
	8.	Mcgrath Eh Basics Management Skills For All Printish Hall Of India Pvt Ltd New Delhi
	9.	Wehtlel David A and Kin S Kemerron – Developing Managerial Skills – Pearson Education New Delhi.
	10.	Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
	11.	Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi
	12.	Effective Business Communication – H.Murphy.

Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.COM I HOPITALITY MANAGEMENT

SEMESTER III

CC-B4 TOURISM ISSUES AND STRATEGIES

Semester-III	Course	TOURISM ISSUES AND STRATEGIES CC-B4
4 credits	L:T: P: 3:0:1	Core course

COURSE OUTCOMES: ON SUCESSFULXOMPLETION OF THE COURSE THE LEARNER WILL BE ABLE TO

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CCB401	Analyzing	1. Analyze role of sustainable tourism in changing global scenario
CCB402	Exploring	2. Explore the environmental components of

		tourism in relation with climate change
CCB403	Understanding	3.Understand strategic management in tourism
CCB404	Developing	4.Develop strategic insights regarding tourism

CHAPTER	CONTENT	SESSIONS
1.Sustainable Tourism in Changing Global Scenario	Theory: Nature and scope of sustainable tourism, Dimensions of sustainable tourism. Sustainable tourism development. Sustainable tourism instruments. Future of sustainable tourism. Issues and challenges in sustainable tourism.	10
	Practical: 1. Visit to any tourist destination and study the ecological projects/changes made and present a report in class.	05
2.Environmental Components of Tourism in Relation to Climate Change.	Theory: Tourism: concept, definition and nature of tourism. Impact of environment on tourism. Impact of climatic variations on tourist destinations. Causes and effects of climatic conditions prevailing in tourist attractions. Environmental Protection Act, Obligations under various environmental laws. Global climate change-issues & challenges.	10
	Practical- Students are expected to be aware of the changes and trends in the industry. For better understanding of the latest trends they should have an in house apprentice with package tour companies like..SOTC/Veena World/Kesari Tours...	05
3.Strategic Management in Tourism	Theory: Strategic Tourism Management- definition of strategy-scope of strategic management in tourism-different levels of strategy in tourism. Strategic decision making in tourism. Phases of Strategic management in tourism	10
	Practical- Students will visit any tourist agency to learn about importance of tourist orientation and ways to reach tourist through proper marketing strategies	05
4.Strategic Insights Regarding Tourism	Theory: Strategic Management process-SWOT Analysis & choice for tourism-Implementation of corporate level strategy & Business level strategy. Implementing functional strategies in tourism industry. Overview of strategic evaluation &	10

	control in tourism	05
	Practical- 1.Select any well-known travel agency and to study their functional plans and policies along with strategies adopted by the agency. 2. Arrange guest lecture of CEO/MD/OWNER of a travel agency to discuss on business level strategies.	

Learning Resource:

Books	1. T.C. Victor M, and H. Rebecca (1998) Sustainable Tourism- A Marketing Perspective, Routledge, U.K. 2. Salah Wahab and John J. Pigram (1997) Tourism, Development and Growth: The Challenge of Sustainability, Routledge, U.K. 3. Rao, P.K. (2000) Sustainable Development – Economics and Policy, Wiley-Blackwell, New Jersey 4. Pearce D.G. and Butler R.W(1999)Contemporary issues in Tourism Development, Routledge, New York. 5. Chand, M (2016) Opportunities and Challenges for Tourism and Hospitality in the Bric Nations, Information Science Reference, India 6.. Hall, M, Cooper, C (2007) Contemporary Tourism; An International Approach, Elsevier, Netherlands 7. Nigel Evans,(2019) Strategic Management for Tourism, Hospitality and Events, 3rd Edition Routledge publisher, London.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10

Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10
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B.Com. II Hospitality Management

Semester III

GEC-G3 Approaches to Research

Semester III	Course	Approaches to Research GEC-G3
4 Credits	L:T:P: 3:0:1	General Elective Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
GEC-G301	REMEMBERING	1. RECALL and REPRODUCE the various concepts of research
GEC-G302	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE how to fine the research Problem and set the research questions
GEC-G303	APPLYING	3. APPLY various sampling methods.
GEC-G304	ANALYSING	4. EXAMINE the research gap by using various tools of research
GEC-G305	EVALUATING CREATRING	5. EVALUATE the data which is collected through various sources of information

Chapter	Content	Sessions
1.Introduction to Research	Meaning of Research, Objectives of Research, Motivations in Research, types of Research, Research Approaches, Significance of Research, Research Process, Criteria of Good Research	10
	Practical: a. Visit to research and development department of any firm and understand research process b. Prepare a list of various types of research with appropriate examples	05
2. Problem Identification & Formulation	Theory: Concept and need, Identification of Research problem,. Research Question – Investigation Question Hypothesis: characteristics of good Hypothesis. Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance	10
	Practical: a. Find the various problems in Hospitality business b. Set the sample of hypothesis	05

3 Research design:	Theory: Meaning, Need, Features of Good Design, Concepts, Types. Basic principles of Experimental Design, various methods of Research design Sampling: Probability and Non Probability sampling- types and criteria for selection. Developing sampling Frames.	10
	Practical: a. Set the sample research design with appropriate examples b. Prepare a list of various sampling techniques with examples	05
4. Tools for Data Collection	Theory: Tools for Data Collection: Collections of Primary Data, Collection of Data through questionnaire and Schedules, other Observation Interview Methods, Collection of Secondary Data, Selection of appropriate method for data collection, Case Study, Focus Group Discussion	10
	Practical: a. Prepare a questionnaire by using any appropriate method b. Prepare a schedule for interview	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Best and Kahn, Research Methodology, PHI Limited. 2. Kothari, C.R. Research Methodology (Methods and Techniques), New Age Publisher. 3. Kerlinger, Foundation of Research. 4. Fundamentals of modern statistical methods by Rand R.wilcox. 5. Power Analysis for Experimental research A Practical Guide for the Biological, Medical and social Sciences by R. Barker Bausell, Yi-Fang Li Cambridge University Press. 6. Design of Experience: Statistical Principles of Research Design and Analysis, by Robert O. Kuehl Brooks/cole.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.Com. II Hospitality Management

Semester III

Semester III	Course	Financial Management AECC-C3
4 Credits	L:T:P: 3:0:1	Ability Enhancement Compulsory Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
AECC-C301	REMEMBERING	1. RECALL and REPRODUCE the various concepts of financial management.
AECC-C302	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE role of finance manager, importance of finance function concept of cost of capital, sources of finance, capital structure, and working capital.
AECC-C303	APPLYING	3. APPLY measures of cost of capital to form long term financial policies for business.
AECC-C304	ANALYSING	4. EXAMINE the capital structure of the firm.
AECC-C305	EVALUATING CREATRING	5. EVALUATE cost of capital, estimation of working capital. Comparative Analysis of working capital management policies and its impact on the profitability and liquidity of business.

Chapter	Content	Sessions
1.Introduction to Financial Management	Theory: Introduction, Meaning and Scope of Financial Management, Finance Functions, Financial Goals, Profit Maximizations Vs Wealth Maximizations, Role of Finance Manager	10
	Practical: Take interview of finance manager of any business enterprise to understand his functions	05
2.Financial Decisions	Theory: A) Sources of Finance : Introduction, Short-term Finance and Long-term Finance B) Cost of Capital : Introduction, Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Weighted Average Cost of Capital	10
	Practical: Collect or download of annual report of any company to analysis its cost of capital	05
3.Capital Structure :	Theory: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure	10

	Practical: c) Download annual report of any company from its website and analysis its capital structure d) Group Discussion on Capital Structure	05
4.Working Capital Management:	Theory: Introduction, Concepts of Working Capital, Needs of Working Capital, Determinants of working capital, Estimation of Working Capital, Financing of Working Capital, Working Capital Cycle.	10
	Practical: c) Download annual report of any company from its website and analyze its working capital d) Take interview of finance manager regarding need of working capital and its finance.	05

Learning Resource:

Books	1. Financial Management–Khan and Jain 2. Financial Management – I. M. Pandey 3. Financial Management – Prasanna Chandra 4. Cost Accounting and Financial Management - Tulsian 5. Financial Management –Hogland
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.Com. II Hospitality Management

Semester IV

CC-B5 Catering Management

Semester IV	Course	Catering Management CC-B5
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CC-B501	REMEMBERING	1. RECALL and REPRODUCE the principles and functions of catering management.
CC-B502	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE the management resources for catering management
CC-B503	APPLYING	3. APPLY methods of cooking foods
CC-B504	ANALYSING	4. EXAMINE food production items
CC-B505	EVALUATING CREATRING	5. EVALUATE the effectiveness of catering management principles and functions.

Chapter	Content	Sessions
1. Introduction to Catering Management	Introduction to Terminologies- Food, Nutrition, Empty Calories, Health, Malnutrition, Edible portion of food, Balanced Diet ,Principles & functions of catering Management ,Tools of Catering Management for organizational -Top Management - Middle Management - Line Management , Operational Staff (workers) Planning, Layout & Designing Establishing staffing levels: H.R.D. in Catering Industry	10
	Practical: a) Visit to Hotel Restaurants to catering Section and Knowing of Tools of Catering Management b) Visit to Hotel Restaurants and Knowing different foods and its method of cooking, preparing report on it	05
2. Management of Resources available to the Catering Manager	Theory: Menu – Planning, Designing, Analysis, Merchandising, Kitchen Planning -Area selection - Space requirement - Policy formulation -Setting of equipments Maintenance, Food & Beverage service area, Handling Of Food ,Personal hygiene of the food handlers ,Programme of Good Health For Food handlers Food Borne Diseases ,Roots of Contamination ,Habits and Abuse	10
	Practical: a) Visit to Hotel and know about Hygiene System of it. b) Visit to different hotels and prepare analytical report on Menu cards	05
3.Food Production Items and Methods of cooking food	Theory: Introduction of various commodities used in food production department-Cereals – Rice , Wheat, Other Cereals , Pulses - Uses of different types of Pulses , Tea and processing , Fresh fruits and vegetables ,Cheese – Classification, Manufacture and uses , Coffee, processing & uses - Cocoa , Herbs and spices – Classification, description and uses procurement and storage, methods of cooking Moist ,Dry , Wet and Fry ,Basic Rule , Food Example ,Stocks	10

	Practical: a. Prepare a recipe of coffee b. Visit to Food store-house and knowing about its management	05
4 Regional Cookery, Food Cost and Control	Theory: North & South Indian, Mughlai, Bengali, Goanese & Marathi , Chinese , Mexican , Italian , Menu Examples ,Mass Cooking - Principles - Advantages -Definitions & Techniques, Rechauffe Cooking - Principles - Methods ,Menu Planning - Types of Menu - Principles - Presentation Food Cost -Yield -Actual Food Cost -Position & Cost Control, Culinary Terms Standardization Of Recipes -Importance, Advantages and Disadvantages	10
	Practical: a. Visit to Hotel and knowing about Food Cost and control procedure and prepare report on it. b. Make presentation on menu	05

Learning Resource:

Books	<ul style="list-style-type: none"> i. Hand Book of Food And Nutrition- Dr. M. S. Swaminathen ii. Nutrition and Dietetics – Shubhangi Joshi iii. Fundamentals of Food and Nutrition – Sumati R. Mudambi and M. V. Rajgopal iv. Practical Cookery – Victor Ceserani & Ronald Kinton, ELBS v. Theory of Catering – Victor Ceserani & Ronald Kinton, ELBS vi. Theory of Catering – Mrs. K. Arora, Frank Brothers vii. Modern cookery for Teaching & Trade Vol I – Ms Thangam Philip, Orient Longan viii. The Professional Chef (4th Edition) – Le Rol A. Polsom ix. The book of Ingredients – Jane Grigson x. Success in Principles of catering – Michael Colleer & Colin Saussams.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.Com. II Hospitality Management

Semester IV

CC-B6 Food Science and Dietetic Management

Semester IV	Course	Food Science and Dietetic Management CC-B6
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CC-B601	REMEMBERING	1. RECALL and REPRODUCE the concept of food science
CC-B602	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE the management resources for catering management
CC-B603	APPLYING	3. APPLY methods of cooking foods
CC-B604	ANALYSING	4. EXAMINE food production items
CC-B6105	EVALUATING CREATRING	5. EVALUATE the effectiveness of catering management principles and functions.

Chapter	Content	Sessions
1. Introduction to food science	Introduction to food science: Definition, History, Its relation to quality control. Fields of food science: Food Microbiology. Basically the study of how microorganisms interact with foods, food microbiology focuses on bacteria, molds, yeasts and viruses. Food Engineering & Processing, Food Chemistry & Biochemistry, Nutrition, Sensory Analysis.	10
	Practical: Identify sensory characteristics of different types of foods, by using various tests.	05
2. Types of Nutrition	Theory: Proteins- Definition, Classification, Structure & properties, Carbohydrates - Definition, Classification, Structure and properties, Lipids -Definition, Classification & Properties, Dietary Fibre -Classification, sources, composition, properties & nutritional significance, . Minerals & Trace Elements, Vitamins, Water - Functions, daily requirements, Water balance	10
	Practical: List the protein foods and describe the property, composition of various protein foods.	05
3. Basic Dietetics	Theory: Concepts in Basic Dietetics, Nutritional Assessment, Nutritional care process, Modified hospital diets : Consistency and texture modifications Nutrient modifications, Food and Nutritional labelling	10

	Practical: a) Plan and prepare a full day diet plan b) Analyze FAD diets.	05
4 .Weight management	Theory: Weight management: Basic concept on Nutrition and Nutrients. Classification of Nutrients, Medical Nutrition, Therapy for thyroid related disorders and poly cystic ovarian disease (PCOD),. Nutrition, Immunity and Infection,. Diagnosis and management of food allergies	10
	Practical: a) Evaluate the nutrition label and common eating disorders b) Apply the concept of medical nutrition therapy in weight management i.e. obesity & underweight.	05

Learning Resource:

Books	<ul style="list-style-type: none"> i. Food Science, (2nd ed), John Wiley & Sons Publication. ii. Food Microbiology Frazier W. C. and Westhoff, D. C. (2004), TMH, New Delhi iii. Joshi S. A. (2000). Nutrition and Dietetic,. (8th ed.) New Delhi: Tata McGraw Hill Publishing Co. Ltd. iv. Foods: Facts and Principles, New Age Publishers. 9. Potter, N. M., (1996). v. Food Science, CBS Publication. vi. Srilakshmi, B. (2002). Nutrition Science. New Age International (P) Limited, New Delhi. vii. Swaminathan, M. (1987).Food Science, Chemistry and Experimental Foods, (2nd) ed. viii. Thomas, Briony. (Eds). (1994). Manual of Dietetics Practice .Oxford : Blackwell Scientific Publication ix. . Annalynn Skipper. (2009). Medical Nutrition Therapy Practise .Jones &Barlett Publishers.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

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Semester IV

CC-B7 Hospitality Marketing

Semester:	Course	Hospitality Marketing CC-B7
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CC-B701	REMEMBERING	6. RECALL and REPRODUCE the various concept pertaining to Hospitality Marketing.
CC-B702	UNDERSTANDING	7. DISCUSS and EXPLAIN various aspects of Hospitality Marketing and EXEMPLIFY the various related terms
CC-B703	EVALUATE	8. CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
CC-B704	CREATRING	9. DEVELOP marketing mix for hospitality sector

Chapter	Content	Sessions
1.Introduction Hospitality Marketing	Theory: Introduction to Hospitality Industry: Concept– Origin and Growth – definition, types and characteristics, Types of hospitality Definition of Hospitality Marketing, Features of Hospitality marketing; Customer expectation from Hospitality services	10
	Practical's: a) List out the various types of hospitality products in your vicinity. b) Conduct the SWOT analysis for hospitality sector	05
2. Marketing Mix::	Theory: - Rooms, food and beverage and value-added products like recreation & health, shops, car rental service, gymnasium etc; Travel agency and tour operators products, Services pricing policy, Approaches, Methods, Factors influencing pricing policy, Place and Promotion Mix for Hotel Industry	10
	Practical's: c) Analyze the marketing mix of selected hotels. d) Prepare report on innovative Augmented services provided by hotels	05

3.Consumer Behaviours in Hospitality	Theory: Consumer Behaviours Definition, Factors affecting consumer decision of hospitality services, understanding consumer decision making process, Consumer Behaviour in hospitality Industry-Characteristics, Cognitive dissonance and post purchase process	10
	Practical's: e) Interview the people from various socioeconomic classes to know their behaviours for hospitality products f) Narrate the consumer experience of cognitive dissonance and analyse the reasons.s	05
4 Market Segmentation, Target Marketing & Positioning:	Theory: Bases for Segmentation of Hotel Services; Selecting Target Market & Approaches; Techniques of Positioning. Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value.	10
	Practicals: e) Prepare segmentation strategy for hotels in your area. f) Analyse the marketing strategies adopted by OYO hotel chain.	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Hospitality Strategic Management: Concepts and Cases: Cathy A. Enz, Wiley 2. Hotel Facility Planning: BansalTarun 3. Marketing for Hospitality & Tourism - Philip Kotler, Bowen & Makens Prentice Hall Inc. 4. Marketing Management for the Hospitality Industry: A Strategic Approach: Allen Z. Reich Wiley, 5. Strategic Management for Hospitality and Tourism (1st ed.): Okumus, F., Altinay L., & Chathoth P.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

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Semester IV

CC-B8 Public Relations and Corporate Image

Semester:	Course	Public Relations and Corporate Image CC-B8
4 Credits	L:T:P: 3:0:1	Core course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CC-B801	REMEMBERING	DESCRIBE the various forms of Corporate Communications
CC-B802	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications
CC-B803	APPLY	PLAN and EXECUTE a PR activity for Hotel Unit.
CC-B804	EVALUATE and	DEVELOP a strategic communication plan for a real life businesses
CC-B805	CREATRING	Prepare report on the PR activities and communication strategies designed & practiced by the organizations

Chapter	Content	Sessions
1.Public Relations Fundamentals	Theory: Definitions of Public Relations -PR Practice-Strengths of a PR Professional-Duties and responsibilities of a Public relations manager. Code of ethics in PR. Public relations in Hospitality and Tourism industries.	10
	Practical: a) Collect the newspaper cutting related to PR communications from Hospitality Industry and Make collage. b) Identify the case of hospital maintained conducting effective PRactivates	05
2. Public Relations and Organisational Communications	Theory:- PR and Organisational Communication- Internal & External communication Public relations writing-writing to inform, writing to persuade, Design & lay out, Online public relations	10
	Practical: a) Prepare a report of online PR Tools b) Prepare report on impact of PR of corporate Image of hotels	05
3. Event Management & PR	Theory: –Introduction to event Management, Events - classifications, Types of Events- Exhibitions, Trade Fairs, Road Shows and Special Events.- Organising an Event. Online PR Tools- Understanding Online Public Relations, Relationship building online, Websites, Internet social	10

	networks, Blogs, Discussion groups, chats, and online meetings, Applications of Online public relations, Managing Online Public Relations- issues & challenges.	
	Practical: a) Develop communicate events for hotels and restaurants b) Prepare feasibility report on Online exhibitions	05
4:Community Relations and Corporate social responsibility	Theory Community relations, Community issues, the role of public relations, Systematic planning and organizing of Successful community relations, Sponsorship. Public Service activities, Media Relations	10
	Practical: a) Prepare a report on study PR activities and communication strategies designed & practiced by the organizations in the area b) Collect the examples of successful community relations	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Dennis L. Wilcox, Glen T. Cameron, Public Relations: Strategies and Tactics: International Edition, 10/ E 2. Public Affairs in Practice, Stuart Thomson & Steve John, Chartered Institute of PR 3. Develop your PR Skills, Neil Richardson & Lucy Laville, The Sunday Times, 4. Creativity in PR, Andy Green, Chartered Institute of PR 5. 4. Running a PR Department, Mike Beard, Chartered Institute of PR 6. Sinha, P.C., <i>Tourism Marketing</i> Anmol Publications Pvt. Ltd., New Delhi. 7. Balan, K.R., <i>Applied Public Relations and Communication</i>, Sultan Chand 8. Watt, David C : <i>Event Management in Leisure and Tourism</i> 9. Kotler, Philip, Bowen, John T, & Makens, James C., <i>Marketing for Hospitality and Tourism</i>, Pearson. 10. Hallahan, K. Online public relations. H. Bidgoli (Ed.), <i>The Internet encyclopedia</i> Hoboken, NJ: Wiley.
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10

Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

B.Com. II Hospitality Management

Semester IV

Human Resource Management AECC-C4

Semester III	Course	Human Resource Management AECC-C4
4 Credits	L:T:P: 3:0:1	Ability Enhancement Compulsory Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
AECC-C401	REMEMBERING	1. RECALL and REPRODUCE concepts and functions of human resource management (HRM), Processes of Human Resource Planning, Recruitment and Selection. Methods & Techniques of Training and Performance Appraisal.
AECC-C402	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE the concept of HRM, Job Analysis, Job Design, Recruitment, Selection, Placement and Performance Appraisal.
AECC-C403	APPLYING	3. APPLY HR Managers qualities, methods and techniques of training and performance appraisal at personal and business level.
AECC-C404	ANALYSING	4. EXAMINE the impact of HRM practices on the performance of employees and organisation.
AECC-C405	EVALUATING CREATRING	5. EVALUATE the effectiveness of processes of recruitment and selection, methods & techniques of training and performance appraisal.

Chapter	Content	Sessions
1.Introduction to Human Resource Management	Theory: A) Introduction to Human Resource Management Meaning and Definitions of Human Resource Management (HRM), Objectives of HRM, Significance of HRM, Functions of HRM, Personnel Management Vs Human Resources Qualities of HR Mangers, B) Human Resource Planning: Concept, Objectives, Need and Process of Human Resource Planning	10

	<p>Practical:</p> <p>c) Identify a firm of your choice and study the composition and functions in Human Resources Department.</p> <p>d) Study the human resource planning process in the selected firm. Prepare a project report on the same.</p>	05
2. Job Analysis & Job Design:	<p>Theory:</p> <p>A) Job Analysis : Meaning and Definitions, Objectives, Uses, Process and Techniques of Job Analysis</p> <p>B) Job Description and Job Specification: Meaning and Definitions of Job Description, Contents, and Characteristics of a good job descriptions, Meaning of Job Specification, Job Description Vs Job Specification</p> <p>C) Job Design : Meaning, Objectives, Approaches and Methods of Job Design</p>	10
	<p>Practical:</p> <p>e) Identify two firms of your choice and prepare a project report on Job Analysis, Job Description, Job Specification and Job Design.</p> <p>f) Make the comparative analysis of Job Analysis, Job Description, Job Specification and Job Design. Prepare a project report on the same.</p>	05
3. Recruitment, Selection and Placement:	<p>Theory:</p> <p>A) Recruitment: Meaning and Definitions, Recruitment Process, Factors Affecting Recruitment, Sources of Recruitment</p> <p>B) Selection: Meaning and Definitions, Selection Process</p> <p>C) Placement: Concept of Placement, Principles of Placement</p>	10
	<p>Practical:</p> <p>g) Identify a firm of your choice and study the recruitment, selection and placement practices and methods. Prepare a project on the same.</p> <p>h) Make comparative analysis of Recruitment, Selection and Placement Practices in Govt. Organisations and Private Organisations</p>	05
4. Training and Performance Appraisal	<p>Theory:</p> <p>A) Training: Meaning and Definitions, Training and Education, Training and Development, Need and Importance of Training, Steps in Systematic Training Plan, Training Methods and Techniques</p> <p>B) Performance Appraisal: Meaning and Definitions, Objectives, Performance Appraisal Process, Methods of Performance Appraisal</p>	10
	<p>Practical:</p> <p>g) Identify a firm of your choice and prepare a project report on Training methods and techniques used for their employees.</p> <p>h) Identify a firm of your choice and prepare a project report on Performance Appraisal methods and techniques used for their employees.</p>	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games) –P. Subba Rao 2. Human Resource Management – Shashi K. Gupta and Rosy Joshi 3. Human Resource Management - V. S. P. Rao 4. Human Resource Management Text & Cases – K. Aswathappa 5. Human Recourse Management – S.S. Khanka 6. Human Resource Management - Gary Dessler and BijuVarkkey
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10

**B.Com. II Hospitality Management
Semester IV**

Marketing Research and Report Preparation GEC-G4

Semester III	Course	Marketing Research and Report Preparation GEC-G4
4 Credits	L:T:P: 3:0:1	Ability Enhancement Compulsory Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
GEC-G 401	REMEMBERING	1. RECALL and REPRODUCE concepts and Process of marketing research
GEC-G 402	UNDERSTANDING	2. UNDERSTAND and DEMONSTRATE various branches of marketing research
GEC-G 403	APPLYING	3. APPLY online marketing research
GEC-G 404	ANALYSING	4. EXAMINE the impact of marketing research
GEC-G 405	EVALUATING CREATRING	5. EVALUATE the effectiveness of marketing research and report

Chapter	Content	Sessions
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1. Introduction to marketing Research	Theory: Definition, marketing research as a tool of Management – relevance of marketing research in the Indian Context. Growing importance of Marketing Research –Advantages and problems of Marketing Research The Marketing research process – planning the research project.	10
	Practical: a. Visit any market agency and study their research policy b. Find any marketing problem and make a small report	05
2. Branches of Marketing Research	Theory: Product research- new product development process, areas in Product research, Price Research Distribution Research including Supply Chain Research Promotion research - advertising research, media research ,sales promotion research, Sales research - market research, sales analysis, sales forecasting. Prospects research - consumer research, motivation research Packaging and Brand Research	10
	Practical: a. Visit any manufacturing company and study their new product development procedure b. Visit any hotel and study their advertng policy	05
3. Emerging issues in Marketing Research	Theory: Marketing Research in the Internet Era-Online marketing research - use of social media Services marketing research - meaning, features importance, International marketing research: features importance and areas Financial markets research - features and role Industrial Marketing Research - features and importance.	10
	Practical: a. Study the impact of social media services on marketing b. Study the policy of industrial marketing research	05
4. Report preparation	Theory: Definition of Research Report; Types of Report; Components of A Research Report; Common Sections of A Research Report; APA Style Essentials; Citing and Referencing Sources; Footnotes; Suggestions for Writing Report	10
	Practical: a. Prepare a format of report b. Prepare a sample of APA style of reference	05

Learning Resource:

Books	<ol style="list-style-type: none"> 1. Business Research Methods, Donald .R Cooper ,Pamela S. Schindler ,Tata McGraw Hill. 2. Marketing; Dhruv Grewal and Michael Levy Tata Mc Grow Hill . 3. Rural agriculture and marketing , S.B. Verma , S.K. Jiloka , Bucheshwar Mandal , Deep Publications 4. Marketing Research Debashis Patel,Universities press (India) PVT. LTD. 5. Research Methodology, C .R. Kothari New age international publishers.
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	6. Marketing research David. J . Luck Ronald. s. Rubin, Prentice hall of India. 7. Research methodology in commerce, Chetan Agarwal, Vijay Sharma, Common Wealth publishers 8. E- Research Methodology, Dr. S.J. Deshmukh Shree Niwas Publications. 9. Marketing Research, G.C. Beri, Tata McGraw Hill. 10. Marketing Research -A South Asian Perspective, Churchill/Lacobucci/Israel, Cengage Learning 11. Marketing Research - Text & Cases, Rajendra Nargundkar, Tata McGraw Hill Publishing Company
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Nature of Question Paper as Per the CO's

Q#	Cognitive Abilities (COs)	Internal Options	Mark
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)	10
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)	10
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)	10
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)	10
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)	10