



Estd. 1962  
'A++' Accredited by NAAC (2021)  
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA  
PHONE : EPABX-2609000 website- [www.unishivaji.ac.in](http://www.unishivaji.ac.in)  
FAX 0091-0231-2691533 & 0091-0231-2692333 – BOS - 2609094  
शिवाजी विद्यापीठ, कोल्हापूर – 416004.

दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)  
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.e-mail:bos@unishivaji.ac.in

Ref../SU/BOS/Com & Mgmt./

Date : 02 JUL 2022  
No 00035

To,

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

**Subject : Regarding Syllabi of MBA (Distance/Executive mode) Part-II (Sem-III/IV)  
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 structure and Syllabi of **MBA (Distance/Executive mode) Part-II (Sem-III/IV)** under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year **2023-2024** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Student - Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2023 & March / April, 2024. These chances are available for repeater students, if any.

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. Dean, Faculty of Commerce & Management
2. Chairman, Board of Studies
3. Director, BOEE
4. Appointment Section
5. P. G. Admission Section
6. O. E. 1 Section
7. Affiliation Section (U.G./P.G.)
8. Computer Center/I.T.
9. Eligibility Section
10. Distance Education
11. P.G. Seminar Section

for information

for information and necessary action.

# **SHIVAJI UNIVERSITY, KOLHAPUR.**



Estd. 1962

NAAC 'A' Grade

**Faculty of Commerce and Management**

**Syllabus For**

**MBA Part – II (Sem III & IV Distance Mode)**

**(To be implemented from June 2023 onwards)**

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

**Shivaji University, Kolhapur**  
**Syllabus For**  
**Master of Business Administration (MBA)**  
**(Distance Mode)**  
 (Subject to the modifications will be made from time to time)  
**New structure for the Master of Business Administration**  
**(MBA) (Distance Mode) Program to be implemented from June, 2023**

**MBA-II Sem-III and IV (Distance Mode) to be implemented from June, 2023**

**Structure of Program:**

**The entire MBA Distance Mode program are for 3200marks**

**Each with each paper of 100 marks.**

	<b>Semester – I</b>
1	Principles of Management
2	Management Accounting
3	Business Statistics
4	Managerial Economics
5	Information Technology for Management
6	Business Communication
7	Organizational Behavior
8	Business Law

	<b>Semester-II</b>
9	Marketing Management
10	Financial Management
11	Human Resource Management
12	Operations Management
13	Management Information Systems
14	Application of Operation Research in Management
15	Applications of Research Methodology to Management
16	Business Environment

	<b>Semester-III</b>
17	Corporate Policy and Strategic Management
18	Indian Ethos and Business Ethics
19.20.21	Elective I (Paper I, II, III)
22.23.24	Elective II (Paper-I, II, III)

	<b>Semester-IV</b>
25	Chh. Shivaji Maharaj -The Management Guru
26	Entrepreneurship and Project Management
27	International Business
28	Project Report and Viva
29.30	Elective I (Paper IV & V)
31.32	Elective II (Paper IV & V)

**32 courses of 100 Marks each Grand Total 3200**

Candidates are required to Select any Two Electives (elective I & elective II) from the lists given

below for the two courses separately.

Each elective has 5 papers which are included in

- (i) Sem III (Elective-I papers I, II and III) Elective II Paper I, II and III) and
- (ii) Sem. IV (Elective I - Papers IV and V and Elective II Papers IV and V).

## ELECTIVES

### MBA Program- Distance Mode.

- a) Marketing Management
- b) Production & Operations Management
- c) Financial Management
- d) Human Resource Management
- e) Hospitality Management
- f) International Business

1. Nature of Question paper and Scheme of marking for all papers except the paper of Casestudies of electives.

Note: Question number 1 and 5 are compulsory Attempt any two questions from question number 2 to 4 Figures to the right indicate marks.

Q.No. 1. Case Study	(20)
Q.No. 2. Descriptive Answer Question	(20)
Q.No. 3. Descriptive Answer Question	(20)
Q.No. 4. Descriptive Answer Question.	(20)
Q.No. 5. Short Notes (any four out of Six	(20)

Equivalence in Accordance with Titles and contents of papers(For Revised syllabus)

**The entire MBA Courses Distance Mode are for 3200 marks each with each paper of 100 marks.**

	<b>Semester-I</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
1	Principles of Management	Principles of Management
2	Accounting & Finance for Managers	Management Accounting
3	Mathematics & Statistics for Management	Business Statistics
4	Managerial Economics	Managerial Economics
5	Information Technology for Management	Information Technology for Management
6	Business Communication	Business Communication
7	Organizational Behaviour	Organizational Behaviour
8	Business Law	Business Law

	<b>Semester-II</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
9	Marketing Management	Marketing Management
10	Financial Management	Financial Management
11	Human Resource Management	Human Resource Management
12	Operations Management	Operations Management
13	Management Information Systems	Management Information Systems
14	Application of Operation Research in Management	Application of Operation Research in Management
15	Applications of Research Methodology to Management	Applications of Research Methodology to Management
16	Business Environment	Business Environment

	<b>Semester-III</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
17	Strategic Management	Corporate Policy and Strategic Management
18	Business Ethics	Indian Ethos and Business Ethics
19.20.21	Elective I (Paper I, II, III)	Elective I (Paper I, II, III)
22.23.24	Elective II (Paper-I, II, III)	Elective II (Paper-I, II, III)

	<b>Semester-IV</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
25	Project Management	Entrepreneurship and Project Management
26	Management Control Systems	Chh. Shivaji Maharaj -The Management Guru
27	International Business	International Business
28	Project Report & Viva	Project Report and Viva
29.30	Elective I (Paper IV & V)	Elective I (Paper IV & V)
31.32	Elective II (Paper IV & V)	Elective II (Paper IV & V)

**32 courses of 100 Marks each Grand Total 3200**

1. Special Instructions, if any.
2. Detailed Title of Papers and Units and No. of Lectures
3. Recommended Reading Material :

**A. Other Features:**

1. Intake Capacity/ Number of Students: (Wherever applicable)
2. Library and Laboratory equipments

**B. General Guidelines:**

<b>MBA – DISTANCE MODE</b> <b>MBA -II SEM-III</b> <b>PAPER- 17</b> <b>CORPORATE POLICY AND STRATEGIC MANAGEMENT</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Comprehend the concept and process of strategic management</li> <li>2. Recognize various tools used for strategic choice</li> <li>3. Understand the concept of Corporate Governance and CSR</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	A. <b>Strategic Management-</b> Meaning, Characteristics of strategic management. Over view of strategic management process. B. <b>Strategic Vocabulary</b> -Vision, Mission, goal, objectives, strategists, business models. C. <b>SWOT Analysis:</b> External and internal Business environment appraisal, SWOT Matrix, Introduction of VUCA.
<b>Unit 2:</b>	A. <b>Corporate-Level Strategy-</b> Expansion, Stability, Retrenchment and combination B. <b>Business Level Strategy-</b> Generic business strategies; Survival and Growth strategies. C. <b>Strategic Choice Models-</b> BCG Matrix, Porter’s 5 force model, Gap analysis <b>Tailoring strategy to fit specific industry-</b> strategies for competing in emerging and Growing market.
<b>Unit 3:</b>	A. Strategy Implementation: Inter-relationship of formulation and implementation, Project Implementation, B. Procedural implementation, Resource Allocation, Behavioral implementation, Structural implementation, Functional implementation.
<b>Unit 4:</b>	A. Strategy Evaluation & Control - Strategy Evaluation: B. Importance, Overview of strategic evaluation, strategic control, Operational Control, Techniques of strategic evaluation and control
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Crafting and Executing Strategy; Arthur A. Thompson, A. J. Strickland, John E. Gamble, Arun K. Jain; The Mc. Graw Hill companies</li> <li>2. Exploring Corporate Strategy; Gerry Johnson, Kevan Scholes, Richard Whittington; Pearson</li> <li>3. Strategic Management and Business Policy; Azhar Kazmi; The Mc. Graw Hill companies</li> <li>4. Business Policy and Strategic Management; P. Subba Rao; Himalaya Publishing House</li> </ol>	
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Business Policy; ICFAI</li> <li>2. Harvard Business Review</li> </ol>	

<b>MBA – DISTANCE MODE</b> <b>MBA -II SEM-III</b> <b>PAPER N. 18</b> <b>INDIAN ETHOS AND BUSINESS ETHICS</b>	
<b>Course Objectives</b>	1. To understand management concepts 2. Understandings of cultural variation 3. Recognizing and analyzing ethical issues
<b>Course outcome</b>	Students of this course will able to do: 1. Identify the features of Indian ethos 2. Understand the way of righteousness in the Religion Scriptures 3. understand sources of organizational ethical culture and different behavior 4. Understand dynamics of ethics in management
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<b>Introduction and Evolution of Management:</b> Definition, Scope of management. Different levels of Management and skills required. Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process. Classical Approach-Scientific Management Approach- Behavioral Approach-Human Relations Approach- Contingency, Operational Approach.
<b>Unit 2:</b>	<b>Functions of management:</b> <b>Planning-</b> nature, types and limitation of planning. <b>Organizing-</b> meaning, Process, Organization structure, Types of organizational structure. <b>Staffing-</b> concept, need and importance, process. <b>Directing-</b> concept, need and principles of directing, methods - Steps in Control Process-Need-Types of control Method- Techniques of Controlling-Benefits.
<b>Unit 3:</b>	<b>Indian Ethos:</b> Meaning, Features, Need, History, Relevance, Principles, Requisites, Elements, Role of Indian Ethos in Managerial Practices. <b>Management Lessons from Religion Scriptures:</b> Management Lessons from Vedas, Management Lessons from Mahabharata. Management lessons from Bible, Management Lessons from Quran, and Management Lessons from Kautilya's Arthashastra. Indian Heritage in Business Management, Production and Consumption.
<b>Unit 4:</b>	<b>Business Ethics:</b> <b>Theory Business Ethics</b> -Definition and its relevance to Business, Historical Perspective of Ethics, Global perspectives on business ethics. Approaches to managerial ethics. <b>Trusteeship Management-</b> Gandhi and Philosophy of wealth management. G.D. Birla and J.R.D Tata policies and practices of business Ethics. <b>Ethics in Business Disciplines-</b> Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology, Consumerism and Ethics, Ethics in Advertising.
<b>References-</b> 1. Koontz and Weihrich-Essentials of Management, McGraw-Hill 2. Peter Drucker- Essentials of management 3. Robbins Stephen P. and Decenzo David- Fundamentals of Management 4. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House 5. L.M. Prasad-Principles of Management 6. R.M. Srivastara-Principles of Management 7. M. K. Gandhi, Trusteeship 8. Indian Ethos in Management: Tushar Agarwal and Nidhi Chandorkar: Himalaya Publishing House 9. Business Ethics and Value System: H.C.Mrutunjaya; PHL Learning..	
<b>Suggested Research Journal :</b> • Vikalp-IIM Ahamdabad • Visison-MDI, Gurgaon	

**MBA – DISTANCE MODE**  
**M.B.A.-II SEM-III**  
**ELECTIVE I: MARKETING MANAGEMENT**  
**PAPER-I**  
**SALES AND DISTRIBUTION MANAGEMENT**

<b>Course Outcomes:</b>	After studying this course students will be able to – 1. Understand sales management functions and sales forecasting 2. Illustrate sales force management 3. Demonstrate personal selling process 4. Explain logistic management 5. Understand advances in Supply Chain Management
<b>Expected Skills Impartation</b>	1. Interpersonal Communication 2. Selling Skills 3. Analysis and Interpretation
<b>Marks :100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	Sales Management – Evolution, Definition, sales management functions, place & importance of sales management in the organization. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits & demerits of various methods. Sales related marketing policies
<b>Unit 2</b>	Sales Force Management –Determining size of sales force, Determining kind of sales personnel, Controlling sales personnel, evaluating and supervising , Sales Meeting & Sales Contests, Sales Quota, sales Territory, Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis
<b>Unit 3</b>	Personal Selling –Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation, B2B Selling
<b>Unit 4</b>	Logistics & Supply Chain Management - Definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM.
<b>Note</b>	Case studies can be discussed on topics given in syllabi.
<b>Reference Books</b>	1. Sales Management: Decision, Strategies and Cases- R.R.Still , E.W.Cundiff , N.A.P.Govani, Pearson Education 2. Sales and Distribution Management – K.K. Havaladar, V.M. Cavale, Tata McGraw Hill Company 3. Professional Sales Management -Anderson, Hair and Bush, McGraw Hill Company 4. Effective Salesmanship – Richard T. Hise 5. Sales Management – RustomDavar 6. Marketing Management- Kotler, Keller, Koshy, Jha, Prentice Hall. 7. Marketing Management - Ramaswamy,Namakumari, McGraw Hill Education
<b>Suggested Additional Readings: (if web source then provide url)</b> American Marketing Association: <a href="https://www.ama.org/Pages/default.aspx">https://www.ama.org/Pages/default.aspx</a> .	
<b>Suggested Research Journal :</b> 1. International Journal of Retail and Distribution Management 2. Indian Journal of Marketing 3. The IUP Journal of Marketing Management	

**MBA – DISTANCE MODE**  
**M.B.A.-II SEM-III**  
**ELECTIVE I: MARKETING MANAGEMENT**  
**PAPER-II**  
**INTEGRATED MARKETING COMMUNICATION**

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. To make students learn about various means of marketing communication and its effectiveness.</li> <li>2. To make students understand the importance of marketing communication in marketing.</li> <li>3. To help them study emerging digital medias and its application in marketing</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Goal setting skills</li> <li>2. Media management skills</li> <li>3. Public relation skills</li> <li>4. Digital marketing skills</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	Meaning, Evolution of IMC Role of IMC in Marketing Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales vs. Communication Objectives, DAGMAR, Problems in Setting Objectives, Setting Objectives for the IMC Program
<b>Unit 2</b>	Components of IMC 1. Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages. 5. Advertising – Features, Advantages and Disadvantages
<b>Unit 3</b>	Advertising 1. Advertising Media---Print, Electronic, Broadcast, outdoor, direct mail, outdoor and transit, digital media. Advantages and disadvantages 2. Advertising Agencies – Function – Types – In-house Agencies – Direct Response Agencies – Sales Promotion Agencies – PR Firms – Interactive Agencies – Advertising Agency Structure –Client-Agency Relationship – Agency Selection – Agency Compensation
<b>Unit 4</b>	<b>Digital Marketing</b> Digital Marketing: Definition Meaning Scope, Advantages of digital Medium over other media <b>Types of Digital Marketing</b> Search Engine Optimization (SEO) Meaning and application in marketing, Pay-per-Click (PPC) : Meaning and application in marketing, Mobile Marketing: Different kinds of mobile marketing , Social media Marketing: Different social Media Channels, Social media for various businesses Content Marketing: story telling in Social media E-Mail Marketing: The basics of Email marketing

	Marketing Analytics. Meaning and application in marketing Affiliate Marketing. Meaning and application in marketing
<b>Reference Books:</b>	
1. Integrated Marketing Communication and Advertising, Prof. Subhashini Naikar, Himalaya publication 2. Marketing Communication Olujimi Kayode 1 <sup>st</sup> edition, 2014 bookboon.com 3. Foundations of Advertising - Theory and Practice by S.A. Chunawalla Himalaya publication	
<b>Suggested Research Journal :</b>	
1. The Journal of Marketing 2. Journal of Marketing Communications 3. Journal of Advertising 4. International journal of advertising 5. International Journal of Internet Marketing and Advertising	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE I: MARKETING MANAGEMENT</b> <b>PAPER-III</b> <b>BUYING BEHAVIOUR AND BRAND MANAGEMENT</b>	
<b>Course Outcomes</b>	1. To Understand The Concept Of Buying Behavior Study And Its Determinants. 2. To Examine The Relationship Between Psychological Factors And Buying Behaviour 3. To Know The Concept Of Brand Management And Brand Building.
<b>Expected Skills Impartation</b>	1. Observation Skill 2. Analytical Skill 3. Interpersonal communication skill
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	Introduction of buying behavior, Concept, Need and Scope of the buying behavior study, Players in buying decisions, Buying process, Buying behavior models-Traditional and Modern models, Critically analysis of changing buying behavior models, Factors or determinants of buying behavior- Personal, Psychological, Social, Cultural, Political and Legal and Product characteristics, sellers characteristics, personal characteristics, Market characteristics. Organizational buying behavior- Concept, process, players involved in buying process, influence of their roles in decision making process, factors influencing the organizational buying behavior. Compare and contrast individual buying behavior and organizational buying behavior.
<b>Unit 2</b>	Individual Determinants in buying behavior- Personal factors- Relationship between demographic factors and individual buying behavior. Psychological factors-Perception- Perceptual process, perceptual distortion, Learning- elements and its impact of buying decision. Motivation-goals and need impact on buying behaviour, Personality influences on buying process, Attitude relationship with buying behaviour, Self- image impact on product and brand choice. Social and Cultural- Values, Culture and sub-culture, Social class influence on buying behaviour. Group-Family, Social groups, Formal groups, Friendship and Workgroup, Reference group relationship with buying preferences.
<b>Unit 3</b>	Brand Concept , Difference between Brand & Product and Brand name & trade mark,

	Functions of Branding, Advantages and disadvantages of branding to the marketer, Types of Brands, Changed Aspects of branding-(Brand success can be rapid, Brand value chain is sometimes shortened, Segmentation is somewhat different, Mass customization is a brand reality, nature of customers experience has changed, role of advt, promotion and public relation has changed, size is not longer important, brand loyalty is harder to get and maintain and brand have financial value.) Process of Brand building, Brand Architecture.
<b>Unit 4</b>	Concept of Brand Management, Brand Management Process, Managing Brands-Selecting brand name and logo, brand extension, brand rejuvenation, rebranding, co-branding, brand re-launch, brand proliferation, celebrity endorsement, brand development through acquisition and takeover, brand portfolio restructuring. Brand Positioning. Brand Equity concept, Measuring of brand equity, Brand equity models.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Suja Nair, Consumer Behaviour, Himalaya Publishing House Pvt. Ltd.</li> <li>2. Michael Solomon, Consumer Behaviour, Himalaya Publishing House Pvt. Ltd.</li> <li>3. Leon Schiffma and Leslie LazerKanuk, Consumer Behaviour</li> <li>4. Keller, Kevin Lane, 'Strategic Brand Management Building, Measuring, and Managing Brand Equity: Prentice Hall. 1998</li> <li>5. Brand Management the Indian Experience: Vikas Publishing, House Pvt, Ltd., 1999.</li> <li>6. Mathur, U.C., 'Brand Management: Macmillan India Ltd., Delhi. 2006</li> <li>7. David.A.Aaker, 'Managing brand equity</li> <li>8. Consumer Behaviour with DDB Lifestyle Study Data Disk(Consumer Behaviour: Building Marketing Strategy)- Delbert Hawkins, David Mothersbaugh, Published by McGraw-Hill Education. 2009, 11<sup>th</sup> edition</li> <li>9. Marketing Management-Raj an Saxena, Tata McGraw-Hill.</li> <li>10. Kevin Lane Keller, Strategic Brand Management-Building, Measuring and Managing Brand equity, published by Pearson, 2012, 4<sup>th</sup> edition</li> </ol>	
<b>Suggested Additional Readings:</b> (if web source then provide url) <a href="https://www.bynder.com/en/blog/secrets-of-coca-colas-branding-and-marketing-strategies/">https://www.bynder.com/en/blog/secrets-of-coca-colas-branding-and-marketing-strategies/</a>	
<b>Suggested Research Journal :</b> Indian Journal of Marketing Marketing Management Journal Journal of Brand Management by Palgrave Journal of Brand Management by Springer	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE II: HUMAN RESOURCE MANAGEMENT</b> <b>PAPER-I</b> <b>HUMAN RESOURCE PLANNING AND PROCUREMENT</b>	
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Explain the theoretical foundations of key areas associated with Human Resource Planning in the organization.</li> <li>2. Apply the HRP practices at various levels in industries or organizations.</li> <li>3. Analyze the issues and strategies required to select the human resources</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Unit 1: Human Resource Planning:</b> Concept of HRP, Factors affecting HRP,

	<p>Techniques of HRP -employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Managerial Judgment, Supply forecasting.</p> <p><b>Job Analysis</b> - Meaning, Purpose, Methods of Collecting Data, Process of Job analysis; Job design – Techniques of job design,. Concepts of Job Enlargement and Job Enrichment</p>
<b>Unit 2</b>	<p><b>Unit 2:</b> Procurement of Human Resource</p> <p>Recruitment – Meaning and Process; Factors affecting recruitment, Modern Techniques of Recruitment, Various sources of Recruitments, Challenges in Talent Hunting. <b>Concept of Selection</b>, difference between Recruitment and Selection, Selection Process Interview – Types of Interviews- Preliminary, Core and decision making interview, Principles of Interviewing – Do’s and Don’ts, Closing the interview, Meaning, Importance of Induction Program – formal or informal, individual or collective, serial or disjunctive, Investiture or Disinvestiture, Requisites of effective programme. Placement – concept &amp; process.</p>
<b>Unit 3</b>	<p><b>Unit 3: Internal Mobility &amp; Employees Separation</b></p> <p><b>Internal Mobility:</b> Promotion – Types Of Promotion; Promotion Policy; Transfer; Need , Types And Policies Demotion- Pros &amp; Cons Of Demotion. Separations Policy- Retirement, Resignation, Retrenchment &amp; Dismissal; Quality of Work Life, Employees Approaches towards Work Life Balance &amp; work life integration</p>
<b>Unit 4</b>	<p><b>Unit 4 :Changing environment of HRM</b> – HRIS- Need, Advantages &amp; Uses of HRIS. Competency Mapping - Concept, Competency Model Pyramid, Application of competency model into various HRM functions, benefits of using competency mapping model in organizations, Benefits of using competency based performance appraisal system.</p>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Personnel Management by Edwin Flippo.</li> <li>2. Personnel &amp; Human Resource Management – Text &amp; Cases By P. Subba Rao.</li> <li>3. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.</li> <li>4. Human Resource Management – An Experiential Approach by H. John Bernandin &amp; Joyee E. A. Russell.</li> <li>5. Human Resource Management- S. S. Khanka ( S.Chand &amp; Company Ltd. New Delhi)</li> <li>6. Human Resource Management and Personnel Management – Aswathappa</li> <li>7. Armstrong’s Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.</li> </ol>	

<p align="center"><b>MBA – DISTANCE MODE</b>  <b>M.B.A.-II SEM-III</b>  <b>ELECTIVE II: HUMAN RESOURCE MANAGEMENT</b>  <b>PAPER-II</b>  <b>HUMAN RESOURCE DEVELOPMENT</b></p>	
<b>Course Outcomes</b>	<p>Students of this course will be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the theoretical foundations of key areas associated with HR development in the organization. Recognize various tools used for strategic choice</li> <li>2. Apply the HRD practices at various levels in industries or organizations.</li> </ol>

	3. Analyze the issues and strategies required to select and develop human resources
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Introduction to Human Resource Development:</b> Concept, Need ,Approaches to HRD, Limitations & Challenges of HRD Interrelationship Between HRM &HRD, Roles &Competency of HRD Professionals, HRD Intervention
<b>Unit 2</b>	<b>HRD Micro &amp; Macro Perspectives:</b> HRD As A Total System, ,Areas of HRD, Performance Appraisal- Meaning Needs & Methods, Staffing for HRD, ROLES of HR Developer, Approaches to Employee Development., HRD Mechanism for Employees, Industrial Relations & HRD, Influence of Motivation on Career Development Activities – career anchors, career mechanism
<b>Unit 3</b>	<b>Employees Training &amp; Development</b> <b>Employees Training:</b> Concept training and Development, Importance of Training, Assessment of Training Needs,, Training Methods – On the job and Off job Methods, E-Training – Computer Based training, Electronic performance support system (EPSS), Distance and Internet Based Training – Tele-training, Video conferencing, Training via Internet, Learning portals. <b>Management Development</b> -Needs and Importance of Management Development, Methods, Organizational Development Through Human Resource Development. Responsibilities &challenges for trainers.
<b>Unit 4</b>	<b>Application of HRD in Various Sector</b> Characteristics, Objectives, Importance ,Strategies of Application of HRD in Public Sector, Private Sector, Service Sector ,Co-Operative Sector, NGO's
<b>Note:</b>	1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed. 2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class
<b>Reference Books:</b>	
1. 1. Gary Dessler, Human Resource Management Pearson Education. 2. Dr. D. K. Bhattacharya, Human resource Development, Himalaya Publication House 3. Biswant Ghosh, Human Resource Development and Management, Himalaya Publication House 4. V. N. Srivastava & Girdhar J. Ghyni, Training Manual on Human Resource Management & Organisational Learning, Raj Publishing House 5. Edwin Flippo, Peronnel Management, Tata McGraw Hill 6. P. Subba Rao, Human Resource Management, Himalaya Publication House	
<b>Suggested Additional Readings</b>	
1. <a href="https://www.geektonight.com/human-resource-development-pdf/">https://www.geektonight.com/human-resource-development-pdf/</a> 2. <a href="https://genesishrsolutions.com/peo-blog/hr-websites/">https://genesishrsolutions.com/peo-blog/hr-websites/</a> 3. <a href="https://examstime.in/human-resource-development-study-materials/">https://examstime.in/human-resource-development-study-materials/</a> 4. <a href="https://www.mgkvp.ac.in/Uploads/Lectures/47/1420.pdf">https://www.mgkvp.ac.in/Uploads/Lectures/47/1420.pdf</a>	
<b>Suggested Research Journal :</b>	
Journal Of Human Resource Management Review Journal of Human Resource Management Journal of Business and Management	

**MBA – DISTANCE MODE**  
**M.B.A.-II SEM-III**  
**ELECTIVE II: HUMAN RESOURCE MANAGEMENT**  
**PAPER-III**  
**COMPENSATION MANAGEMENT**

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Gain insights of various conceptual aspects of Compensation and related laws to achieve organizational goals.</li> <li>2. Evaluate the implication of Job Evaluation methods, incentives and fringe benefits</li> <li>3. Design a compensation system and policy which is consistent, attracting and retaining high quality workforce in modern organization.</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Skills related to wage and salary determination</li> <li>2. Skills related to designing of different incentives and compensation plans.</li> </ol>

**Marks : 100**

**Syllabus Contents:**

<b>Unit 1</b>	Compensation Management: Wage and Salary Administration: Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Dearness Allowance, Job Evaluation:- Major Decisions in Job Evaluation, Job Evaluation Methods,
<b>Unit 2</b>	Incentives and Fringe Benefits:- Individual Incentives and organization wide incentives, Designing and operating incentives and deferred compensation plan, Managing Employee Benefits: Nature and types of benefits, employee benefits programs
<b>Unit 3</b>	Employee Contributions: Pay For Performance (PFP): Competency Based Pay, Skill based Pay, Team based pay, Gain and Profit sharing Designing PFP Plans, Merit Pay/Variable Pay. Code on wages 2019 Minimum Wages, Payment of Wages, Payment of Bonus.
<b>Unit 4</b>	Wage Determination: internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Recent Pay Commissions. Executive compensation: - elements of executive compensation and its management, cafeteria compensation , Recent trends in compensation Management:- Restructure pay for remote working, Differentiate rewards for critical digital talent, Measure return-on-investment (ROI) on compensation spending, Golden parachute (VRS) compensation.
<b>Note:</b>	<ol style="list-style-type: none"> <li>1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed.</li> <li>2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class</li> </ol>

**Reference Books:**

1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
2. Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.

3. Compensation Management, ErSoniShyam Singh, Excel Books.
4. Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
5. Bashker D. Biswas, Compensation and Benefit Design, , FTPress, 2012.
6. Steven Balsam, An Introduction to Executive Compensation, Academic Press, 2002.
7. Srivastava S.C., Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd.,
8. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge,
9. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
10. B D Singh, Compensation And Reward Management, Excel Books, 2008
11. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition

#### **Suggested Additional Readings**

1. <https://www.toolbox.com/hr/performance-management/articles/what-is-performance-management/>
2. <https://www.hibob.com/hr-glossary/compensation-management-planning/>

#### **Suggested Research Journal :**

1. IOSR *Journal* of Humanities And Social Science
2. Indian Labour Journal
3. Journal of Human Resource Management
4. Journal of Business and Management

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE III: FINANCIAL MANAGEMENT</b> <b>PAPER-I</b> <b>INDIAN FINANCIAL SYSTEM</b>	
<b>Course Outcome:</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To Describe the Role of Financial Sector in the economy.</li> <li>2. To recognize availability of various financial markets</li> <li>3. To analyze the Trading Mechanism in Stock Exchanges.</li> <li>4. To define different financial services.</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Share Market Skills</li> <li>2. Banking Skills</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	<b>Introduction to Indian Financial System:-</b> Development of Financial System in India, Structure of Indian Financial System, Role of Financial Sector in the economy, Institutional framework of Indian Financial System-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions

<b>Unit 2</b>	<b>Financial Markets:</b> <ol style="list-style-type: none"> <li>Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds</li> <li>Money Market: concept, Instruments in Money market, Recent Developments, Composition of Money market</li> <li>Commodities &amp; Derivatives Market: concept, Transactions- Swaps, Options and Futures</li> <li>Foreign Exchange Market: concept and characteristics</li> </ol>
<b>Unit 3:</b>	<b>Stock Exchanges:</b> <ol style="list-style-type: none"> <li>Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India (OTCE) and other exchanges, SENSEX and NIFTY</li> <li>Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading</li> <li>c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL), Eligibility and functions of Depository Participants (DPs).</li> </ol>
<b>Unit 4:</b>	<b>Financial Services:</b> <ol style="list-style-type: none"> <li>Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating.</li> <li>Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India.</li> <li>NBFCs: Classification of NBFCs, Prudential Norms for NBFCs, Role of NBFCs in asset financing, Asset Reconstruction Companies, Implications of SARFAESI Act.</li> </ol>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>Bhole, L.M.and Mahakud Jitendra (2009),Financial Institutions and Markets,Tata McGraw-Hill Education Private Limited, New Delhi.</li> <li>Khan, M.Y.(2013),IndianFinancialSystem,TataMcGraw-HillEducationPrivate Limited,New Delhi.</li> <li>Pathak, Bharati(2014),IndianFinancialSystem,DorlingKindersleyIndiaPvt.Ltd. Licenseesof Pearson Education in South Asia, New Delhi.</li> <li>Bhalla, V.K.(2004),ManagementofFinancialServices,AnmolPublishingHouse</li> <li>Ramesh Babu(2009),IndianFinancialSystem,HimalayaPublishingHouse,Mumbai.</li> <li>Gordon, E.and NatrajanA.(2015),FinancialMarketsandInstitutions,Himalaya Publishing House, Mumbai.</li> <li>Desai, Vasant(2010),FinancialMarketsandFinancialServices,HimalayaPublishing House, Mumbai.</li> </ol>	
<b>Suggested Additional Reading:</b> <ol style="list-style-type: none"> <li><a href="http://www.finmin.nic.in">www.finmin.nic.in</a></li> <li><a href="http://www.sebi.gov.in">www.sebi.gov.in</a></li> <li><a href="http://www.rbi.org.in">www.rbi.org.in</a></li> </ol>	
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>Indian Journal of Finance</li> <li>RBI Bulletin</li> <li>Finance India</li> <li>Journal of Banking and Finance</li> <li>Banking and Finance Review</li> </ol>	

**MBA-DISTANCE MODE**  
**M.B.A.-II SEM-III**  
**ELECTIVE III: FINANCIAL MANAGEMENT**  
**PAPER-II**  
**FINANCIAL DECISION ANALYSIS**

<b>Course Outcomes</b>	<p>Students of this course will be able to:</p> <ol style="list-style-type: none"> <li>1. To evaluate capital structure and dividend decision</li> <li>2. To manage cash flows by using techniques of cash management.</li> <li>3. To summarize objectives and provisions of receivables management</li> <li>4. To differentiate between Merger and Acquisition</li> <li>5. To analyze the financial management of sick units.</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<p><b>Capital Structure Decision and Dividend Decision</b>  <u>Capital Structure Decision</u>: Financial leverage, Operating leverages, Indifference points. Approaches to appropriate Capital structure- EBIT-EPS Analysis, Guidelines for capital structure planning, Capital structure policies in practice.  <u>Dividend Decision</u>: Determinants of Dividend Policy, Dividend policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio. Bonus shares and stock splits.</p>
<b>Unit 2:</b>	<p><b>Cash Management and Receivables Management</b>  <u>Cash Management</u>- Motives of holding cash, Factors determining the cash balance, Managing the Cash Flow, Cash Budget, Cash Management models – The Baumol Model, The Miller-Orr Model.  <u>Receivables Management</u> - Concept, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost. Benefits of Management of Receivables, Credit Policies- Evaluating the Debtor; Credit Analysis and Decision, Credit Terms and Collection Policies. Control of Account Receivables, Heuristic Approach</p>
<b>Unit 3:</b>	<p><b>Corporate Restructuring</b>  a) Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition,  b) Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.</p>
<b>Unit 4:</b>	<p><b>Financial Management in Sick Units-</b>  Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.</p>
<b>Note:</b>	<p>Problems should be covered on following topics only.</p> <ol style="list-style-type: none"> <li>a) Capital structure Decisions</li> <li>b) Cash Management and Receivables Management</li> <li>c) Merger and Takeover</li> </ol>

**Reference Books**

1. Prasanna Chandra, Financial Management- Mc Graw Hill Publication
2. Van Horne, Financial Management- James C., Prentice-Hall Publication
3. Bhalla V.K. Financial Management and Policy- Anmol Publication
4. Khan and Jain ,Financial Management-Mc Graw Hill Publication
5. I.M.Pandey ,Financial Management-Pearson Publication
6. R.P.Rustagi , Principles of Financial Management-Taxmann Publications Pvt Ltd.
7. V.K.Bhalla, Working Capital Management- S Chand Publication

8. Scherr F.C., Working Capital Management- Prentice Hall Publication  
 9. Rachana Jawa Mergers, Acquisition and Corporate Restructuring in India\_ procedure and Case Studies.  
 10. Das Ranjan-Corporate Restructuring -Mcgraw Hill Education.  
 11. Rabi Narayan Kar and Minakshi -Taxmann's Merger. Acquisition and Corporate Restructuring- Strategies and Practices-, Taxmann Publications (P.) Ltd.

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE III: FINANCIAL MANAGEMENT</b> <b>PAPER-III</b> <b>PROJECT APPRAISAL AND FINANCE</b>	
<b>Course Outcomes</b>	Students of this course will be able to: 1. To understand concept of project management and techniques of project planning & monitoring. 2.To Equip the students with entrepreneurial skills like project formulation, valuation, monitoring and control etc 3.To apply various methods to appraise a proposal to check the feasibility of Project 4.To acquaint the students with the decision making skills to select the projects on various criteria
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<b>Project Planning</b> Introduction to Projects; Nature of planning projects; Project Life Cycle; Identification of projects, Project manager roles and responsibilities, basics of quantitative techniques useful in project planning, preparation and contents of Detailed Project Report
<b>Unit 2:</b>	<b>Project Formulation and Appraisal</b> Project Formulation Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting. Cost of project, means of financing, estimates of cost, financial projections. Project Appraisal Criteria Payback period, ARR, NPVI, IRR and risk analysis
<b>Unit 3:</b>	<b>Process of Project Appraisal</b> Technical, economic, financial, legal and social appraisal of the industrial projects. Implementation, Monitoring and Control of Projects Project scheduling, network techniques for resource, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.
<b>Unit 4:</b>	<b>Regulatory Frameworks</b> Governing Projects National Rehabilitation and Resettlement Policy (2007) - Social Impact mitigation; National Environmental Policy (2006) – Environmental Impact Assessment (EIA) and Environmental Management Plan (EMP), PPP based projects, guidelines for formulation of project using PPP mode, standard procedure of formulating tender contract documents for the government and multilateral organizations.

**Reference Books**

1. Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation, Tata McGraw-Hill
2. Nagendra P. Singh ,Emerging Trends in Entrepreneurship Development, Intercultural Foundation for Development Management Publisher
3. D.K. Jain, Project Planning and Appraisal in Planned Economy, Uppal Publishing House
4. M. Mohsin ,Project Planning and Control, Vikas Publication House
5. R. Burke, Project Management: Planning and Control Techniques, John *Wiley* & Sons Ltd.

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE IV: PRODUCTION &amp; OPERATIONS MANAGEMENT</b> <b>PAPER- I</b> <b>OPERATIONS MANAGEMENT STRATEGIES</b>	
<b>Course Outcomes</b>	Students of this course will able to : 1. Describe various Operations Management Strategies. 2. Create comprehensive product development framework. 3. Explain Decision Areas for Formation of operations strategy. 4. Formulate outline for project scheduling.
<b>Expected Skills Impartation</b>	1. Ability to learn various operations management strategies in this global economy. 2. Ability to implement product development process in comprehensive manner. 3. Ability to understand decision areas in operations management strategy. 4. Ability to explain various project scheduling techniques.
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Concept of Manufacturing and Operations Strategy :</b> Operation strategies in global economy–Formation of operations strategy– Formulation & implementation of manufacturing policies – Building competitive advantage through manufacturing policy – Technology management and competitiveness
<b>Unit 2</b>	<b>Product Development :</b> Product Development-Production Process design -Product proven Design- Product life testing- Product designing – standardization and diversification.
<b>Unit 3</b>	<b>Decision Areas:</b> Structural decision areas: –Facilities management- Capacity planning –process technology Infrastructural Decision Areas: -Planning and Control–Quality- responsibilities and accountabilities in operations- Human factor in Production
<b>Unit 4</b>	<b>Production system and project scheduling-</b> Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM – Utility data and time cost curves – Direct indirect cost, Optimum cost, and resources allocation and leveling – project programme review – Updated network – Activity based costing.
<b>Reference Books:</b> 1) Norman Gaither, Greg Fraizer, “Operations Management” Thomson Asia Pvt. Ltd.,Singapore 2) Chary S.N. “Production and Operations Management”, Tata McGraw Hill, NewDelhi. 3) Joseph S. Martin, “Production & Operations Management – An applied modern Approach” John Wiley and Sons (Asia) Pvt. Ltd., Singapore	
<b>Suggested Research Journal :</b> -International journal of operations & production management. -Journal of operations & strategic planning. -Journal of operations management.	
<b>Suggested Case Studies: on</b>	

Operations strategies in global economy, product development & designing, structural decision areas, project scheduling techniques.

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE IV: PRODUCTION &amp; OPERATIONS MANAGEMENT</b> <b>PAPER- II</b> <b>PRODUCTION PLANNING AND CONTROL</b>	
<b>Course Outcomes</b>	Students of this course will able to : 1. Understand objectives, functions and characteristics of PPC 2. Understand forecasting techniques of PPC 3. Explain routing ,scheduling and dispatching in PPC 4. Understand applications of computer in PPC
<b>Essential skills Impartation</b>	1. Ability to explain various production planning and control processes. 2. Applications of computer 3. Knowledge of quantitative techniques.
<b>Marks-100</b>	
<b>Syllabus contents-</b>	
<b>Unit-1</b>	<b>Introduction to production planning and control (PPC)</b> -Objective, Meaning, characteristics, stages, functions and scope. Challenges of PPC, factors affecting PPC. Types of planning-job based, batch method, flow method, mass production method, process manufacturing method.
<b>Unit-2</b>	<b>(A)Production planning System</b> -Making the production plan, Process planning, manufacturing planning and control system. Role of PPC in manufacturing industry. <b>(B)Forecasting</b> -Importance of forecasting, types of forecasting and uses, forecasting techniques-qualitative and quantitative.
<b>Unit-3</b>	<b>(A)Routing</b> –Definition, procedure, route sheet, Bill of material, factors affecting routing procedure. Scheduling- definition, standard scheduling methods-job shop, flow shop, line balancing, aggregate planning, chase planning, expediting. <b>(B)Dispatching</b> - Activities of dispatching, dispatching procedure, follow up- definition, types of follow up.
<b>Unit-4</b>	<b>Application of computer in PPC</b> - Computer Aided Process planning (CAPP), Steps in CAPP, benefits of CAPP, ERP production planning module- objectives, features, benefits
<b>Reference Books:</b> 1.S.N.Chary,” Production and Operations Management” (4 <sup>th</sup> edition) ,TMH 2. SamuelEilon,” Elements of Production Planning &Controll”, Universal publishing corporation. 3.Baffa &RakeshSarin,” Modern Production & Operations management”,8 <sup>th</sup> edition,John Wiley, 4.S.K.Sharma, Savita Sharma,” A course in Industrial Engineering and Operations Management”, TMH	
<b>Suggested Research Journal-</b> 1. Journal of production engineering research and development.-Springer 2.International Journal of Operations and Production Management-Emerald 3.Journal of Operations Management- Wiley online libraray	
<b>Suggested case studies on-</b> Production Planning, Forecasting, Computer applications in PPC	

**MBA – DISTANCE MODE**  
**M.B.A.-II SEM-III**  
**ELECTIVE IV: PRODUCTION & OPERATIONS MANAGEMENT**  
**PAPER- III**  
**MATERIALS & INVENTORY MANAGEMENT**

<b>Course Outcomes:</b>	Students of this course will be able to: 1. Describe various functions of materials management. 2. Formulate inventory planning with various aspects. 3. Implement various inventory control techniques. 4. Explain various other aspects of Materials Management
<b>Expected Skills Implementation:</b>	1. Ability to handle all of those tasks related with inventory. 2. Organizational and Communication Skills. 3. Ability to negotiate with suppliers, make profitable deals, organize supply and delivery. 4. Ability to efficiently handle the inventory.
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	<b>Introduction to Materials Management:</b> Meaning, Objectives, functions, Importance of materials management, purchasing of material, 5R purchasing, Purchasing cycle, Vendor rating and development, Vendor managed inventory.
<b>Unit 2:</b>	<b>Inventory Planning:</b> Inventory planning-effect on service level, integration with sales forecasting. Purpose of Inventory, Inventory cost, Lot size & safety stock, Material requirement planning, Bill of Material, MRP records, Surplus management.
<b>Unit 3:</b>	<b>Inventory Control:</b> Inventory models - EOQ, Inventory Model with price discounts, Selective Inventory Control techniques – ABC, VED, HML, FSN, fixed period model
<b>Unit 4:</b>	<b>Other aspects of Materials Management:</b> Codification, standardization, material handling, stores management, location of Warehouses, Material Cost reduction techniques, Future of materials management, Challenges in materials management.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Production and Inventory control handbook – Greene, James –H.</li> <li>2. Production and Inventory control – McLeavey, Dennis W &amp; Narasimhan SL</li> <li>3. Manufacturing Planning and Control – Valimari T.E.</li> <li>4. Materials Management – An Integrated Approach – Prentice Hall India, New Delhi – P. Gopalkrushnan &amp; M. Sudarshan</li> <li>5. Materials Management – Procedure, Text &amp; Cases – Prentice Hall India – A.K. Dutta.</li> <li>6. Production &amp; Opn. Management – S.N. Chary – McGraw Hill Publication</li> <li>7. Operations Management – Amol Gore, Robert Pannizolo – Cengage Learning</li> <li>8. Materials and logistics Management – Prof. Shailesh Kasande</li> <li>9. Materials and logistics Management – Dr. L. C. Jhamb</li> <li>10. Materials Management – Mr. K. K. Ahuja.</li> </ol>	
<b>Suggested Additional Readings:</b> <ol style="list-style-type: none"> <li>1. <a href="https://quickbooks.intuit.com/Inventory/Solutions">https://quickbooks.intuit.com/Inventory/Solutions</a></li> <li>2. <a href="https://www.manageengine.com/DesktopCentral/InventoryMgmt">https://www.manageengine.com/DesktopCentral/InventoryMgmt</a></li> <li>3. <a href="https://www.goodfirms.co/blog/best-free-open">https://www.goodfirms.co/blog/best-free-open</a></li> <li>4. <a href="https://www.computerworld.com/article/3430223">https://www.computerworld.com/article/3430223</a></li> </ol>	

<b>Suggested Research Journals:</b>	
1. International Journal of Supply Chain Management and Inventory Management. 2. International Journal of Inventory Research. 3. International Journal of Inventory Control and Management. 4. Production and Inventory Management Journal.	
<b>Suggested Case Studies:</b>	
1. <a href="#">Inventory Management Amazon FBA - Million Dollar Case Study</a> 2. <a href="#">Inventory Management Case Study - AB&amp;R (American Barcode)</a> 3. <a href="#">Case Studies of Successful Enterprise Resource Planning</a> 4. <a href="#">Inventory / Warehouse Management Case Studies</a>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE V: INTERNATIONAL BUSINESS</b> <b>PAPER- I</b> <b>PRINCIPLES OF INTERNATIONAL BUSINESS</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To explain the concept of International Business</li> <li>2. To develop the understanding of difference between domestic &amp; international business</li> <li>3. To bring the awareness of International Business Environment &amp; business strategies</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. International Business</li> <li>2. Export promotion;</li> <li>3. Knowledge of MNC</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	<b>Introduction to International Business:</b> Importance, nature and scope of International Business, Advantages and problems of International Business; Modes of entry into International Business, Stages of Internationalization. International Business Environment Economic Integration (Trade Blocks) –Types of Economic Integration.
<b>Unit 2:</b>	<b>International Institutions:</b> International Monetary fund – Functions; Organization & Management; Resources; Financing Facilities & Policies World Bank – Policies of World Bank, Lending Programmes, World Trade Organization – Functions, Organization Structure; India & WTO
<b>Unit 3:</b>	<b>International Trade:</b> Government Influence on trade – protectionism, tariff barriers, non – tariff barriers, regulation of foreign trade; State trading, Financing techniques, Export promotion; Foreign Direct Investment – Forms of FDI; Cost & benefits of FDI; FDI in India. International treaties.
<b>Unit 4:</b>	<b>Multinational Corporations:</b> Characteristics, importance & benefits of MNCs; code of conduct to guide & regulate MNCs; Transfer of Technology – Methods & Issues in Transfer of Technology – Methods & Issues in Transfer of Technology; Global competitiveness – Factors of competitiveness.
<b>Note:</b>	Study the international treaties regarding business Indian government has signed.

<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. International Business–Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.</li> <li>2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi</li> <li>3. International business – Text and Cases by Francis Cherunilam. PHI Learning Pvt. Ltd. New Delhi.</li> <li>4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.</li> <li>5. International Business by Rakesh Mohan Joshi, Oxford Publication.</li> </ol>	
<b>Suggested Additional Readings: (if web source then provide url)</b>	
KD Sushshma, 'Global Fortune – get ready for export import' Penmanbooks.com	
<b>Suggested Research Journals :</b>	
<ol style="list-style-type: none"> <li>1. Journal of International Business Studies</li> <li>2. Journal of International Marketing</li> <li>3. International Small Business Journal</li> <li>4. International Marketing Review</li> <li>5. International Business Review</li> <li>6. Journal of International Management</li> <li>7. International Journal of Managing Projects in Business</li> <li>8. Critical Perspectives on International Business</li> </ol>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE V: INTERNATIONAL BUSINESS</b> <b>PAPER- II</b> <b>EXPORT AND IMPORT POLICY</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. To Understand Various International Business Dimensions</li> <li>2. Export Policy procedure</li> <li>3. Import Policy Procedure</li> <li>4. How to start Export and Import Business</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Knowledge about Export Import Policy and its procedure</li> <li>2. Necessary Documents required to start International Trade Business</li> <li>3. Benefits to understand the government schemes for promoting Import and Export Business</li> <li>4. Risks in this Business and ways to Avoid</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	<b>Introduction:</b> Globalization of Markets, Trends, Effects, Benefits of globalization. Foreign Trade Policy (FTP), Exim Policy, role of EXIM bank and Export Credit Guarantee Corporation (ECGC) in India. Selection of Products, Various Registration Authorities,
<b>Unit 2:</b>	<b>EXPORT</b> –Selection of Importers, Pre shipment and Post shipment Documentation, Certificate of Origin, Free Trade Agreements (FTAs) and Preferential Trade Agreements (PTAs), Importing Countries Rules of origin, Documents required as per the commodity and Country, Overview of various export promotion schemes. Types of Export , General, EOU( Export Oriented Units), SEZ ( Special Economic Zones ), EH(Export Houses ), TH (Trading Houses ), SSTH (Super Star Trading Houses)

<b>Unit 3:</b>	<b>IMPORT</b> - Import Procedures, Selection of Exporters, Import of Samples, Trade Enquiry and Finalizing the Terms of Import, Project Import/EPCG, Import Licensing Policy, Custom Clearance of Imported Goods, Custom Duty Calculation, Import General Manifest (IGM), Bill of Entry and Other required documents as per Import Country Customs..
<b>Unit 4:</b>	<b>Export and Import Benefits</b> – Foreign Investment Policy; Sources of Direct Foreign Investment, Foreign Collaborations, Inter Government Loans, Loans from international institutions and External Commercial Borrowings (ECB), FDI policy. Risks of Export and Import business and How to avoid those Risks.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. New Import Export Policy - Nabhi Publications</li> <li>2. A Guide on Export Policy Procedure &amp; Documentation – Mahajan</li> <li>3. Foreign Trade &amp; WTO- M.L.Narasaiah Discovery Publishing House, New Delhi.</li> <li>4. Foreign Exchange Hard Book – H. P. Bhandari</li> <li>5. International Business, K. Ashwatthapa, Himalaya Publication.</li> <li>6. Export Import Management- Justin Paul, Rajiv Aserkar</li> <li>7. Annual Report (Recent Years) Ministry of Commerce, Government of India</li> <li>8. India Balance of Payments, RBI Bombay</li> <li>9. Economic Survey Ministry of Finance Government of India.</li> <li>10. EXIM Policy &amp; Handbook of EXIM Procedure – VOL I &amp; II</li> </ol>	
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. <a href="https://dgft.gov.in/sites/default/files/ft17-051217.pdf">https://dgft.gov.in/sites/default/files/ft17-051217.pdf</a> (Foreign Trade Policy)</li> <li>2. <a href="http://www.pib.nic.in">http://www.pib.nic.in</a></li> <li>3. <a href="https://www.eximbankindia.in/">https://www.eximbankindia.in/</a></li> <li>4. <a href="http://www.cbic.gov.in">www.cbic.gov.in</a></li> <li>5. <a href="http://www.cbec.gov.in/">http://www.cbec.gov.in/</a></li> <li>6. <a href="http://www.icegate.gov.in/">http://www.icegate.gov.in/</a></li> <li>7. <a href="http://www.nacen.gov.in/">http://www.nacen.gov.in/</a></li> <li>8. <a href="http://www.ltu.gov.in">http://www.ltu.gov.in</a></li> <li>9. <a href="https://cbec-easiest.gov.in/EST/">https://cbec-easiest.gov.in/EST/</a></li> <li>10. <a href="https://www.india.gov.in/">https://www.india.gov.in/</a></li> </ol>	
<b>Suggested Research Journals :</b> <ol style="list-style-type: none"> <li>1. Journal of International Business Studies</li> <li>2. Journal of International Marketing</li> <li>3. International Small Business Journal</li> <li>4. International Marketing Review</li> <li>5. International Business Review</li> <li>6. Journal of International Management</li> <li>7. International Journal of Managing Projects in Business</li> <li>8. Critical Perspectives on International Business</li> </ol>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-III</b> <b>ELECTIVE V: INTERNATIONAL BUSINESS</b> <b>PAPER-III</b> <b>ISSUES IN INTERNATIONAL BUSINESS</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understanding of International Logistics</li> <li>2. Understanding role of International transportation.</li> <li>3. Enhancing knowledge of supply chain management.</li> <li>4. Creating awareness of Ethics and CSR at international business.</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. International Logistics Knowhow and Management</li> <li>2. International Transportation ways</li> <li>3. Conceptual knowledge of supply chain management</li> <li>4. To perform as a Freight forwarder and custom House Agent</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	<b>International Logistics:</b> Meaning and objectives, Make or buy Global sourcing, INCO TERMS, Logistical Packaging, Types of shipping, International laws related to logistics and transportation of goods, Financial processing and distribution channels.
<b>Unit 2:</b>	<b>International Transportation:-</b> Importance of Transport in Global Logistics, Containerization, International Sea Transport, Air Transport, Road Transport and Multimode Transport, Characteristics of all Mode of Transport, Factors influencing Mode and Carrier Selection decision. Freight Forwarder, Custom House Agent. Vessel details How to select FF and CHA, CHA License, Containers – Types, Standard Dimension
<b>Unit 3:</b>	<b>International Supply Chain Management:</b> Planning the Global Supply Chain, Risk Management in the Global Logistics, Measuring the Logistic Cost and Performance, Travel Times, Country Sea Ports, Air Ports. Free Trade Zone and their Impact on Supply Chain Management. Customs and Regulations.
<b>Unit 4:</b>	<b>Ethics and CSR in International Business:</b> Business ethics, Social responsibility of Business, Environmental issues, labour issues, TRIPS & TRIMS, Trademark and Copy Rights, Intellectual property rights laws and impact on developing countries. Other Agreements on Goods and Services
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.</li> <li>2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi</li> <li>3. International business – Text and Cases by Francis Cherunilam. PHI Learning Pvt.Ltd. New Delhi.</li> <li>4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.</li> <li>5. International Business by Rakesh Mohan Joshi, Oxford Publication.</li> <li>6. International Logistics: The management of International Trade Operations- Pierre A. David</li> <li>7. International Logistics: Global Supply Chain Management- Douglas Long- Southern Maryland Books.</li> <li>8. Global Supply Chain Management and International Logistics- Alan E. Branch</li> </ol>	

**Suggested Additional Readings:** web sources-FEMA Act, Hedging of Currency, World Bank, EEFC, FDI, FII

**Suggested Research Journals :**

1. Asian Journals of Shipping and Logistics
2. Asia Pacific Journals of Marketing and Logistics
3. International Journals of Shipping and Transport Logistics
4. International Review of Retail, Distribution and Consumer Research
5. International Trade Journals
6. International Journals of Business Governance and Ethics
7. International Journals of Business Performance and Supply Chain Modeling

<b>MBA – DISTANCE MODE</b> <b>MBA -II SEM-III</b> <b>ELECTIVE VI: HOSPITALITY MANAGEMENT</b> <b>PAPER-I</b> <b>FUNDAMENTALS OF HOSPITALITY MANAGEMENT</b>	
<b>Course Outcomes</b>	After studying this course students will be able to- <ol style="list-style-type: none"> <li>1. Understand nature and characteristics of Hospitality Industry</li> <li>2. Identify demand and supply in hospitality services</li> <li>3. Able to analyse 7 P's of marketing of hospitality firm</li> <li>4. Design blue print for hospitality firm</li> <li>5. Evaluate services quality of hospitality organization</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Analytical thinking</li> <li>2. Drawing inference through observations</li> <li>3. Evaluation</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Introduction to Hospitality Industry</b> – Meaning and nature, Characteristics of Hospitality Industry, Growth and change in hospitality industry, Factors influencing hospitality industry, Major companies in Hospitality Industry in India, Career Prospects of Hospitality Industry
<b>Unit 2</b>	<b>Service Management in Hospitality</b> – Characteristics of services, 4 I's of services, Service design, Managing Demand and Supply in Hospitality- Service Capacity, Demand for services, Demand and Capacity Interfaces, Strategies to deal with imbalances
<b>Unit 3</b>	<b>Marketing of Hospitality Services</b> – STP for hospitality services, Consumer Behaviour, 7 P's of service marketing – Hospitality Product, Pricing, Place, Promotion, Process, People, Physical Evidence
<b>Unit 4</b>	<b>Service Quality</b> –Quality in Services, Service Quality and Quality Dimensions, Service Quality Model- Gaps Model, SERVQUAL Model of measuring service quality, Improving service quality- Root-Cause Analysis, Blueprinting
<b>Reference Books:</b>	

<ol style="list-style-type: none"> <li>1. Introduction to Hospitality Management - John Walker, Pearson Education.</li> <li>2. Introduction to Management of Hospitality Industry - Clayton Barrows, Tom Powers, Denis Reynolds, Wiley Publications</li> <li>3. Hospitality Management -JagmohanNegi, GauravManohar, University Science Press</li> <li>4. Service Management – CengizHakserver, Barry Render, Pearson Education Inc.</li> <li>5. Service Marketing –Harsh Verma, Pearson Education</li> </ol> <p>Service Marketing: People, Technology, Strategy – Christoper L., Jochen W. Jayanta C., Pearson Education</p>
<p><b>Suggested Additional Readings:</b> (if web source then provide url)</p> <ol style="list-style-type: none"> <li>1. <a href="https://www.emerald.com/insight/content/doi/10.1108/09604529910257920/full/html">https://www.emerald.com/insight/content/doi/10.1108/09604529910257920/full/html</a></li> <li>2. <a href="https://www.emerald.com/insight/content/doi/10.1108/09604520510634023/full/html">https://www.emerald.com/insight/content/doi/10.1108/09604520510634023/full/html</a></li> </ol> <p><a href="http://eds.a.ebscohost.com/">http://eds.a.ebscohost.com/</a></p>
<p><b>Suggested Research Journal :</b></p> <ol style="list-style-type: none"> <li>1. Journal of Hospitality and Tourism Research, Sage Journals</li> <li>2. International Journal of Hospitality and Tourism System, Publishing India Group</li> </ol>
<p><b>Suggested Case Studies:</b></p> <p>Case Study on Taj Hotel, Resorts and Places by RohitDeshpande and Mona Sinha- Harvard Business Review</p>

**MBA – DISTANCE MODE**  
**MBA-II, SEM-III**  
**ELECTIVE VI: HOSPITALITY MANAGEMENT**  
**PAPER-II**  
**HOTEL MANAGEMENT**

<b>Course Outcomes:</b>	At the end of this course students will be able to – 1. Understand various types of hotels. 2. Demonstrate various front office functions. 3. Illustrate housekeeping functions 4. Apply standard housekeeping practices to deliver quality service to the customer. 5. Develop Banquet plan.
<b>Expected Skills Impartation</b>	1. Interpersonal skills to lead/manage employees in a hotel. 2. Ability to collaborate.
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Introduction to Hotel Industry</b> - Types of hotels, Advantages and disadvantages of different types of hotels, Various departments of hotel, Organization of Hotel, Types of Hotel ownership, Modes of Hotel Management, Growth and Development of hotel industry in India
<b>Unit 2</b>	<b>Front Office Operations</b> - Significance and importance of the front office department, Types of Rooms and Criterion for charging room rents, Room pricing method, Reservation function, Front office functions, Interdepartmental coordination
<b>Unit 3</b>	<b>Housekeeping in Hotel Operations:</b> Importance and Functions of Housekeeping- Organization of Housekeeping Departments, Housekeeping SOP(Standard Operating Procedure) & Its Importance, Attributes of staff-Job Descriptions and Specifications, Skill Training and Coordination, Motivation and Employee Discipline, Standard Housekeeping Practices; House keeping as a business.
<b>Unit 4</b>	<b>Food and Beverage Production and Service</b> –Introduction to Food and beverage production, It's Importance and classification, Different sections of kitchen, Functions of Food and Beverage department, Types of restaurants, Menu planning, Concept of Banquet- types, functions and recent trends, Banquet planning, pricing
<b>Reference Books:</b>	
1. Denney G. Rutherford, Hotel Management and Operations, 2 Ed., Wiley, 1994. 2. GRaghubalan, Hotel housekeeping Operations and Management, 3/e, Oxford University Press, 2015 3. J M S Negi, Professional Hotel Management, S. Chand Publishing, 2014. 4. Jatashankar R. Tiwari, Hotel Front office and Operations management, Oxford University Press. 5. Peter Jones, Andrew Lockwood, Management of Hotel Operations, Cengage Learning EMEA, 2002. 6. Sudhir Andrews, Hotel House Keeping Training Manual, Tata McGraw Hill Publishers, New Delhi, Edition 2, 2005. 7. Sudhir Andrews, Introduction to Tourism and Hospitality Industry, Tata McGraw-Hill Education, 2007 8. Tarun Bansal, Hotel Facility Planning, Oxford University Press India, 2010 9. Bhakta Anutosh, Professional Hotel Front Office Management, Tata McGraw Hill	

Education Pvt. Ltd.	
<b>Suggested Additional Readings: (if web source then provide url)</b>	
1.	<a href="https://www.emeraldinsight.com/doi/abs/10.1108/09596119010135190">https://www.emeraldinsight.com/doi/abs/10.1108/09596119010135190</a>
2.	<a href="https://journals.sagepub.com/doi/abs/10.1177/1938965509354865">https://journals.sagepub.com/doi/abs/10.1177/1938965509354865</a>
3.	<a href="http://eds.a.ebscohost.com/">http://eds.a.ebscohost.com/</a>
<b>Suggested Research Journal :</b>	
1.	Journal of Hospitality and Tourism Research, Sage Journals
2.	International Journal of Hospitality and Tourism System, Publishing India Group
3.	International Journal of Hospitality Management, Elsevier Journals

<b>MBA-DISTANCE MODE</b> <b>MBA -II SEM-III</b> <b>ELECTIVE VI: HOSPITALITY MANAGEMENT</b> <b>PAPER-III</b> <b>TOURISM MANAGEMENT</b>	
<b>Course Outcomes</b>	1. To Understand Various Tourism Concepts and Trends in Tourism Market 2. To illustrate Tourism Components 3. To Know Role of Tourism Organization in Tourism Development 4. To Analyze the Opportunities and Challenges in Tourism Sector 5. To Develop a Tourism Marketing Mix
<b>Expected Skills Impartation</b>	1. Design Tourism Product 2. Marketing Mix Management 3. Observation skill about Tourism Opportunities
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1: a) Theory of Tourism</b>	<b>Tourism Concept-</b> Meaning, Definition of Tourism, Need and Importance of Tourism, Evolution of Tourism, Various Forms of Tourism, Emerging Trends in Tourism Development. Tourism Components- 5A's i.e. Accommodation Accessibility Amenities, Attractions and Activities and its impact on tourism. Compare and contrast inbound and outbound tourism with respect to 5A's
<b>Unit 2: a) Theory of Tourism Resources</b>	<b>Role of Tourism Resources in tourism Development-</b> Availability of tourism resources in India-natural, manmade, cultural, social, business and other. Indian Tourism Policies about Tourism Planning and Development. Tourism Organization- Meaning/Definition, Organizational structure and its role in

	tourism development e.g. United Nations Educational, Scientific and Cultural Organization (UNESCO Indian Tourism Development Corporation(ITDC) , Indian Association of Tour Operators(IATO) and State tourism development corporations like MTDC.
<b>Unit 3: a) Theory Tourism management</b>	<b>Concept of Tourism management</b> -Functions of Tourism management – Transport System in tourism- Role of IRCTC for tourism promotion in India – Travel Agency and Tour Operation- concept and role in tourism. Accommodation options in tourism –Information Technology and its application in tourism. Regulation in tourism management. Challenges and opportunities in tourism sector in changing world.
<b>Unit 4: a) Theory Tourism marketing</b>	<b>Tourism Marketing Mix:</b> Meaning/Definition, 7P's in Tourism Mix Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding Decisions, Pricing Decision – Pricing Strategies and Methods preferred to set the price of product. Issues in tourism marketing, Principles in tourism marketing. Uses of social media marketing for tourism promotion. Role and importance of Physical Evidence in tourism marketing. Service-scapes concept and it's role in tourism marketing.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Stephen J(2007), Tourism Management, Elsevier Limited, USA.</li> <li>2. A.K.Bhatia, Tourism Development – Principles &amp; Practices</li> <li>3. K.K.Kamra&amp;M.Chand, Basics of Tourism</li> <li>4. JagmohanNegi, Tourism &amp; Travel : Concepts &amp;Principles</li> <li>4. Dr.ShubhadaMarathe, Tourism Management</li> <li>5. R.B. Gupta, Transportation Management</li> <li>6. A.K.Bhatia, The business of Travel Agency &amp; Tour operation Management</li> <li>7.Philip T. Kotler, John T. Bowen, Marketing for Hospitality and Tourism</li> <li>8. BhardwajD and CO(2006), International Tourism-Issues and Challenges, Kanishka Publisher, New Delhi</li> </ol>	
<b>Suggested Additional Readings: (if web source then provide url)</b> <a href="http://tourism.gov.in/">http://tourism.gov.in/</a> <a href="http://tourism.gov.in/maharashtra">http://tourism.gov.in/maharashtra</a>	
<b>Suggested Research Journal :</b> International Journal titled-Tourism Management - - Elsevier Indian Journal of marketing	

## **SEMESTER IV**

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>CHH. SHIVAJI MAHARAJ – THE MANAGEMENT GURU</b>	
<b>Course Outcomes</b> 1. Students of this course will be able to: 2. Describe functions and skills adopted by Chhatrapati Shivaji Maharaj. 3. Relate Strategies used by Chhatrapati Shivaji Maharaj with Modernmanagement. 4. Evaluate the planning and strategic options. 5. Design the planning and strategic options.	
Course Objectives:	1. To expose students towards different perspectives and concepts of Swarajya in the field of strategic Management. 2. To understand different strategies followed by Chhatrapati Shivaji Maharaj in corporate world. 3. To equip the students with requisite Administration system knowledge, skills &right attitude necessary to provide effective leadership in a global environment
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<b>Chhatrapati Shivaji Maharaj and Management</b> a) Management Activity 1.Management as Process 2.Management as an Activity 3.Management as a Discipline 4. Management as a Group 5. Management as an Art 6.Management as a Science b) Management Function <ul style="list-style-type: none"> <li>• Flawless Planning</li> <li>• Organization,</li> <li>• Human Resource Development,</li> <li>• Co-ordination,</li> <li>• Leadership,</li> <li>• Control</li> <li>• Management of Change</li> <li>• Decision Making,</li> </ul> c) Chhatrapati Shivaji Maharaj – Management Skills <ul style="list-style-type: none"> <li>• Fair Administration</li> <li>• Despised Discrimination</li> <li>• Ahead of Time Thinking</li> <li>• Timeless Techniques, relevance to modern management</li> <li>• Communication and Motivation skills</li> <li>• Rational Thinking</li> <li>• Foresight</li> </ul>
<b>Unit 2:</b>	<b>Chhatrapati Shivaji Maharaj: Administration Management</b> a. Administration of Civil Department, Revenue and Finance,

	<p>Custom and Taxes, Trade and Commerce, Banking, Total Revenue</p> <p>b. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management</p> <p>c. Ashta Pradhan Mandal Administration, Secretariat and Judicial Machinery, Concept of Swarajya.</p> <p>d. Welfare leader: Justice System, cultural system, economic system, social and cultural systems, conflict resolution and rewarding systems.</p> <p>e. Chatrapati Shivaji Maharaj and Henry Fayol's 14 principles.</p> <p>Shivaji Maharaj and Sun Tzu's thirteen Principles of Art of War.</p>
<b>Unit 3:</b>	<p><b>Chhatrapati Shivaji Maharaj: Modern management Strategies</b></p> <ul style="list-style-type: none"> <li>• Battle Management: Battle of Purandar, Battle of Pratapgad, Afjal Khan and Chhatrapati Shivaji Maharaj conference, Arrest in Agra and Escape.</li> <li>• Policy Management: Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj</li> <li>• Strategies used by Chhatrapati Shivaji Maharaj implemented in today's corporate world: Guerrilla technique, Innovations, Minimize Risk, Establishing the Sequence of Activities, Proper Judgments, Patience.</li> </ul>
<b>Unit 4:</b>	<p><b>Chhatrapati Shivaji Maharaj: Visionary Leader</b></p> <p>a) Leadership Traits.</p> <p>Ethical setup, Diplomacy, continuous improvement, expansion policy, mergers and acquisition, conversion of Vision to reality, Shivaji Maharaj and Alexander, Shivaji Maharaj and Julius Caesar</p> <p>b) Shivaji Maharaj as tactician:</p> <ol style="list-style-type: none"> <li>1. The principle of the maintenance of the aim.</li> <li>2. Principle of security</li> <li>3. Principle of mobility</li> <li>4. Offensive techniques</li> <li>5. Economy and concentration of force</li> <li>6. Surprise attack on the enemy</li> <li>7. Breaking the outer front and inner front.</li> </ol>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Administrative System of Chhatrapati Shivaji: Relevance to Modern Management – Dr. Kedar Phlke, Publisher; Shri. Shivaji Raigad Smarak Mandal, Pune.</li> <li>2. Raja Shiv Chatrapati - B. M. Purandare</li> <li>3. Shrimanyogi - by Ranjeet Desai.</li> <li>4. Chhatrapati Shivaji Maharaj memorial book by Dr. Jaysingrao Pawar.</li> <li>5. Shivaji the Great republished by Dr Balakrishna published by Shivaji University, Kolhapur.</li> <li>6. Shivaji his life and times – Gajanan Bhaskar Mehendale.</li> <li>7. The generalship of Alexander the Great – J.F.C. Fuller.</li> <li>8. Hannibal – enemy of Rome – Leonard Cottrell</li> <li>9. Julius Caesar – Man, Soldier and Tyrant – J.F.C. Fuller.</li> </ol>	
<p><b>Suggested Case Studies: on</b></p> <p>Management Function, Modern management Strategies, Management Skills</p>	

<b>MBA – Distance Mode</b> <b>MBA –II SEMESRTER IV</b> <b>PAPER-26</b> <b>ENTERPRENERSHIP AND PROJECT MANAGEMENT</b>	
<b>Course Outcomes</b>	Students of this course will be able to: <ol style="list-style-type: none"> <li>1. Understand the significance of Entrepreneurship in economic development</li> <li>2. Understand institutional support system for organizational development</li> <li>3. Understand different avenues of entrepreneurship</li> <li>4. Evaluate project feasibility based on functional viability</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Entrepreneurial Skills</li> <li>2. Leadership Skills</li> <li>3. Organizational Skills</li> </ol>
<b>Total Marks 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<ol style="list-style-type: none"> <li><b>A. Entrepreneurship-</b> Concept of entrepreneurship, Evolution of the concept, characteristics of successful entrepreneur.</li> <li><b>B. Theories of entrepreneurship-</b> McClelland's Theory of Need for achievement- Max Weber's Theory of social belief- Hagen's Theory of social change</li> <li><b>C. Link between Entrepreneurship and economic development.</b></li> <li><b>D. Classification of Entrepreneurs based on nature of business</b></li> </ol>
<b>Unit 2:</b>	<ol style="list-style-type: none"> <li><b>A. Institutional Support for Start-up;</b> Role and importance of KVIC, NIESBUD, DIC, SIDC, SIDBI, SFC.</li> <li><b>B. Venture capital;</b> Meaning, importance, process and Venture capital funding in the Indian Scenario. Angle funding</li> <li><b>C. Sources of finance:</b> long term, medium and short term financing</li> <li><b>D. Incubation center:</b> Meaning, Role and importance, Center for innovation, incubation and Entrepreneurship IIMA, NSRCEL, IIM Bangalore.</li> </ol>
<b>Unit 3:</b>	<ol style="list-style-type: none"> <li><b>A. Intrapreneur-</b> concept, importance, intreprenurial culture</li> <li><b>B. Women Entrepreneur:</b> Concept, Functions and Problems;</li> <li><b>C. Rural Entrepreneurship:</b> Meaning, Need and Problems;</li> <li><b>D. Social Entrepreneurship:</b> Meaning, Difference between Business and social Entrepreneurship</li> </ol>
<b>Unit 4:</b>	<ol style="list-style-type: none"> <li><b>A. Project:</b> Meaning, Characteristics, Classification, Project Cycle.</li> <li><b>B. Project Idea:</b> Generation: Sources of idea generation; New product development process; Product planning and development strategy</li> <li><b>C. Project Formulation:</b> Meaning; Stages of project formulation; Risk and uncertainty in investment decisions; Project Profitability Projection.</li> <li><b>D. Project Design and Network Analysis:</b> Importance of network analysis, PERT and CPM</li> </ol>
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Essentials of Entrepreneurship and Small Business Management; Thomas W. Zimmerer, Norman Scarborough; PHI</li> <li>2. Entrepreneurship- New Venture Creation; David H. Holt; PHI</li> <li>3. Entrepreneurship Development; Dr. S. S. Khanka; S. Chand</li> <li>4. The Dynamics of Entrepreneurial Development and Management; Vasant Desai; HPH</li> <li>5. Entrepreneurship; R.V. Badi and N. V. Badi; Vrinda Publications</li> <li>6. Theories of Entrepreneurship; Vasant Desai; HPH</li> </ol>	
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. Business Legends; GeetaParimal</li> </ol>	

2. Stay Hungry Stay Foolish
3. <a href="http://www.entrepreneur.com">www.entrepreneur.com</a>
<b>Suggested Research Journal : Entrepreneur</b> Journal of Entrepreneurship and innovation in emerging economics Journal of business venturing
<b>Suggested Case Studies:</b> Amazon.com, Lijjat Papad, Mc-Donald in India, Barclay

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>PAPER NO. 27</b> <b>INTERNATIONAL BUSINESS</b>	
<b>Course Outcomes</b>	1. To explain the concept of International Business 2. To develop the understanding of difference between domestic & international business 3. To bring the awareness of International Business Environment & business strategies
<b>Expected Skills Impartation</b>	1. International Business 2. Export promotion; 3. Knowledge of MNC
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<b>Introduction to International Business:</b> Meaning, Importance, nature and scope of International Business, Modes of entry into International Business, Stages of Internationalization. International Business Environment – Economic, Political, Technological, Social & Cultural Environment; Economic Integration (Trade Blocks) –Types of Economic Integration.
<b>Unit 2:</b>	<b>International Institutions :</b> International Monetary fund – Functions; Organization & Management; Resources; Financing Facilities & Policies World Bank – Policies of World Bank, Lending Programmes, World Trade Organization – Functions, Organization Structure; India & WTO
<b>Unit 3:</b>	<b>International Trade :</b> Government Influence on trade – protectionism, tariff barriers, non – tariff barriers, regulation of foreign trade; State trading, Financing techniques, Export promotion; Foreign Direct Investment – Forms of FDI; Cost & benefits of FDI; FDI in India.
<b>Unit 4:</b>	<b>Multinational Corporations:</b> Characteristics, importance & benefits of MNCS; code of conduct to guide & regulate MCS; Transfer of Technology – Methods & Issues in Transfer of Technology – Methods & Issues in Transfer of Technology; Global competitiveness – Factors of competitiveness; Role of

**Reference Books:**

1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.
2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi
3. International business – Test and Cases by Francis Cherunilam. PHI Learning Pvt. Ltd. New Delhi.
4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.
5. International Business by Rakesh Mohan Joshi, Oxford Publication.

**M. B. A. DISTANCE MODE  
SEMESTER - IV  
PAPER-XX : PROJECT REPORT AND VIVA**

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization guide etc.

A viva-voce examination will be conducted before the Semester IV examination. A viva voce committee will be appointed by the university. A committee will consist of 4 members. Every district will have a separate committee for viva-voce.

A viva-voce committee will be appointed by the university. A committee will consist of 3 members.

Constituent of the committee for viva voce

1. Chairman of the committee – Doctorate in the concern faculty
2. Member of the committee - Doctorate in the concern faculty
3. Member of the committee - Doctorate in the concern faculty

**Guidelines for the project report**

Declaration from the student that the research work is not copied from any other existing reports.

Certificate of the guide - Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows

Chapter No. I : Introduction to the study.

- 1.1 Introduction
- 1.2 Objectives and importance of the study
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

## Chapter No. II : Introduction to the organisation

- 2.1 Introduction to the industry
- 2.2 Brief History of organisation
- 2.3 Subsidiaries, Associates of the company
- 2.4 Departments/Manufacturing process
- 2.5 Important statistical information
- 2.6 Future prospect
- 2.7 Organisation Structure

## Chapter-III : Theoretical Background

Basic concepts Necessary theoretical inputs may be added to support the research work.

## Chapter-IV : Data Analysis and Interpretation

Data should be analysed with help of various tools studied in the Subject "Application of Research Methods in Management".

## CHAPTER-V : FINDINGS/OBSERVATIONS

## CHAPTER-VI : SUGGESTIONS/CONCLUSION

### **Appendix**

The document charts, questionnaires, tables, schedules etc. which are actually referred to in the body of the project report (this consists of chapters I to V) are to be included under appendix or appendices.

So, the appendices may include.

Questionnaires used for collecting information. Schedules used for collecting information.

Tables formed for presenting the data.

Documents/forms etc., referred to in the body of the project report. Diagram, graphs etc. referred to in the body of the project report.

Guide student meeting record form.

Joining letter of industry Progress reports duly signed

Performance appraisal report duly signed by industry authority

### **Bibliography**

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner

The above guidelines are not the prescription on writing the project report but can be used as a milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

Note : 1) There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.

2) Student should not use logos and name of company on the project report pages. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.

3) Use of colours in text matter should be avoided.

4) Student has to check the plagiarism percentage of project report before submission of the hard copy of the project report. The accepted plagiarism level is less than Five percent. Plagiarism check should be done at Shivaji University's library. Plagiarisms check done at any other institutes or at any other softwares will not be accepted. Plagiarism check report should be attached in the hard copy of the project report.

### JOINING REPORT

Date:

To,

The Director,

.....

.....

..... Sub: Joining Report

Respected Sir,

I, Shri/Ms.

.....have joined

..... for the summer

in-plant training from ..... for the Project Work to be carried

out.

I would be carrying out project work under the guidance and supervision of Shri. /Ms.

..... (designation)

..... in

.....area. The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1st August 20  
without fail.

(Name & signature of the Student) (Name and Signature of the Industry Guide)

Seal of Organization

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE I: MARKETING MANAGEMENT</b> <b>PAPER-IV</b> <b>SERVICES MARKETING AND RETAIL MARKETING</b>	
<b>Course Outcomes</b>	1. EXPLAIN the role of Extended Marketing Mix in Services 2. ANALYSE the significance of services marketing in the Indian and global economy 3. EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment 4. DEVELOP marketing mix for various services offering 5. ANALYSE the contemporary issues affecting Retail marketing decisions 6. EVALUATE the effectiveness of Retail marketing mix used by different Retail formats 7. FORMULATE effective retail marketing strategy
<b>Expected Skills Impartation</b>	1. Selling and negotiation skill 2. Communication skill
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Services Marketing-</b> An Insight into Emerging Sector of Economy Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives
<b>Unit 2</b>	<b>Role of Process, People &amp; Physical Evidence in Services Marketing:</b> Process - Service system - Service system, Servicescape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process. People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High- Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing
<b>Unit 3</b>	<b>Introduction to Retailing:</b> Meaning, Nature and Scope of Retailing, Evolution of Retailing, Global and Indian Scenario in retailing, Drivers of Retail change in India, Opportunities and Challenges in Retailing in India, Major Players nationally and internationally Importance and Functions of Retailing, Classification of Retailing, Product Retailing vs. Service Retailing, <b>Online Retailing:</b> Different platforms on online retailing, Significance of online retailing. Online Retailing strategy
<b>Unit 4</b>	<b>Retail Marketing Strategies:</b> Definition, scope, Importance of Market Segmentation in Retailing, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions and Differentiation Strategies, Limitations of Market Segmentation. Retail Planning Process, Retail Models, Retail “EST” model. Formats of Retailing: Super markets, Hyper Markets, Departmental stores, Convenience store. Retail Institutions categorized by ownership: Independent,

	franchising, leased, vertical marketing system; Non- store Retailing. Store Location -Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Location & Site Evaluation, Site Selection. Store design and Retailing mix, store layout , circulation plan, Floor Space management Retail Merchandising, Understanding Merchandising Management, Activities of a Merchandiser. Planogram, Visual Merchandising
<b>Note:</b>	Student expected to visit organized retail store story like DMart, Star Bazar, Big Bazar to understand organized retail format and Retailing strategy.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Service Marketing Concepts Applications &amp; Cases Mk Rampal,SI Gupta, Galgotia Publishing Company</li> <li>2. Services Marketing: People Technology Strategy, by WirtzJochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8thedition (2017)</li> <li>3. Services Marketing by Zeithaml, Bitner, Gremler&amp; Pandit, TMGH, 4th Edition</li> <li>4. Services Marketing: Global Editionby Christopher Lovelock (Author), JochenWirtz, Pearson Education; 7 Edition</li> <li>5. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Mcgrawhill</li> <li>6. Retailing Management by SwapnaPradhan, TMGH Publication</li> <li>7. Retail Marketing Management by David Gilbert, Pearson Publication</li> <li>8. Retail Business Management by R. Perumalsamy, Anmol Publications</li> <li>9. Retailing Management by Arif Sheikh, Himalaya Publication</li> <li>10. Retail Management by Gibson, Pearson Publication</li> </ol>	
<b>Suggested Additional Readings</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.youtube.com/watch?v=5MBEHY7Q0Ls">https://www.youtube.com/watch?v=5MBEHY7Q0Ls</a></li> <li>2. <a href="https://www.youtube.com/watch?v=xFvbgddv7C4">https://www.youtube.com/watch?v=xFvbgddv7C4</a></li> <li>3. <a href="https://www.youtube.com/watch?v=1zYsQSJvbog">https://www.youtube.com/watch?v=1zYsQSJvbog</a></li> <li>4. <a href="https://www.youtube.com/watch?v=MnsVEKEqVoM">https://www.youtube.com/watch?v=MnsVEKEqVoM</a></li> </ol>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE I: MARKETING MANAGEMENT</b> <b>PAPER-V</b> <b>CONTEMPORARY ISSUES IN MARKETING</b>	
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Analyze the significance of global marketing.</li> <li>2. Evaluate Segmentation, Targeting &amp; Positioning of global marketing environment</li> <li>3. Develop marketing mix for rural market offering</li> <li>4. Formulate effective event management planning</li> <li>5. Analyze the importance of green Marketing</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Coordination skill</li> <li>2. Leadership skill</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Global Marketing:</b> Global Marketing Environment, Entry Strategies, Global market segmentation, targeting and Positioning, Global

	Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global Pricing Strategies, Global Pricing Policy alternatives, Channel Objectives and constraints, Channel Structure, Advertising decisions in Global marketing.
<b>Unit 2</b>	<b>Event Marketing:</b> Meaning and importance, STP for event marketing, Event Marketing Mix- Product, Price, Place, Promotion, Partnership, physical evidence, People, Programming, Applications of event marketing – Entertainment, Sports, Festivals, Social events, Corporate events
<b>Unit 3</b>	<b>Rural Marketing:</b> Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behavior, STP for Rural Markets, Rural Marketing mix strategies, Services Marketing in rural areas, ICT in Rural Areas, The future of Rural marketing in India. Marketing of Agricultural Inputs, agricultural products, nonfarm products
<b>Unit 4</b>	<b>Green Marketing:</b> What does it mean to be green? The environment and consumption, providing value via green marketing & communications, Consumption paradigms, Green Consumers, the new green marketing paradigm, Designing green products and Innovation, The role of the corporate spokesperson. Outreach and partnerships.
<b>Note:</b>	Student expected to visit organized retail store story like DMart, Star Bazar, Big Bazar to understand organized retail format and Retailing strategy.
<b>Reference Books:</b> Global Marketing Management – Keegan W.J., Bhargava N. K., Pearson Education Global Marketing Management – Lee K., Carter S., Oxford University Press Rural Marketing- C S G Krishnamacharyulu ,LalithaRamakrishnan, Pearson Education Rural Marketing: PradeepKashyap, Siddhartha Raut ,Biztantra, New Delhi Rural Marketing- T P Gopalaswamy, Vikas Publishing House New Delhi Event Marketing – Preston C.A., John Wiley and Sons Inc., New Jersey Event Marketing and Management – Gaur S., Saggere S. V., Vikas Publications Green Marketing Management, Robert Dahlstrom. # South-Western College Pub; ISBN: 978-0324789140	
<b>Suggested Additional Readings</b> “Greenwashing Report 2010” available for free download at <a href="http://sinsofgreenwashing.org/findings/greenwashing-report-2010/">http://sinsofgreenwashing.org/findings/greenwashing-report-2010/</a> . "Green Marketing Myopia," available as a free download at <a href="http://www.greenmarketing.com/files/articles/Stafford-MyopiaJune06.pdf">www.greenmarketing.com/files/articles/Stafford-MyopiaJune06.pdf</a>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE II: HUMAN RESOURCE MANAGEMENT</b> <b>PAPER-IV</b> <b>INDUSTRIAL RELATIONS &amp; LABOUR LAWS</b>	
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Discuss the concepts and theories to manage Industrial Relations and Labor Laws</li> <li>2. Apply the concept of industrial relations, legal issues to the system in which it operates.</li> <li>3. Solve industrial Related legal issues used in the resolution of conflict.</li> <li>4. Design the collective bargaining process, including preparation, negotiation, and settlement</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>INDUSTRIAL RELATIONS:-</b> Background of Industrial Relations - objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India - Historical perspective & post-independence period. Causes of Industrial Disputes, Prevention and Settlement of Industrial
<b>Unit 2</b>	<b>TRADE UNION , GRIEVANCES AND DISCIPLINARY PROCEDURE</b> Meaning, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Grievance - Meaning and forms, sources of grievance, Grievance procedures, model grievance procedure. Disciplinary procedure
<b>Unit 3</b>	<b>COLLECTIVE BARGAINING AND NEGOTIATION</b> Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Forms of Workers Participation in Management
<b>Unit 4</b>	<b>LABOUR LAWS IN INDIA – introduction to different codes. The code on social security 2020 Industrial Relation code 2020</b> Occupational Safety, Health and working conditions code 2020
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Ltd.</li> <li>2. Dhyani S.N., Industrial Relations Systems, Printwell Publishers</li> <li>3. John Fossum, Labour Relations, Development, Structure, Process, McGraw Hill Education</li> <li>4. Mamoria C.B, Dynamics of Industrial relations, Himalaya Publishing House</li> </ol>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE II: HUMAN RESOURCE MANAGEMENT</b> <b>PAPER-V</b> <b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	
<b>Course Outcomes</b>	1. Identify the concept of cultural difference, HR Analytics, SHRM and IHRM 2. Assess the theories and methods which can be integrated into practical applications of IHRM and SHRM 3. Design metrics that measure financial impact
<b>Expected Skills Impartation</b>	1. Recruitment skills regarding international assignments 2. Skills required to work in multicultural environment
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC, Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection.
<b>Unit 2</b>	The role of expatriate training, components of effective pre-departure training, developing staff through international assignments, Key components of an international compensation program, Approaches to International compensation
<b>Unit 3</b>	Performance management of International employees. Models of IHRM- Matching model, Harvard Model, Contextual Model, 5 P European Model.
<b>Unit 4</b>	Country Culture versus MNE Culture. Culture and employee management issues, impact of Country culture on IHRM. Multi-culturalism, Cultural pre-dispositions- Ethno-centralism – Polycentricism – Regio-centricism- Geocentricism. Geert Hofstede's cultural dimensions, Communication, Leadership and Motivation across cultures.
<b>Note:</b>	1. Case Studies on Each of the Aspects Mentioned in the Syllabus need to be discussed. 2. Video cases and Documentary Films relating to the syllabus to be exhibited in the class
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. P. L. Rao, International Human Resource Management – Text and Cases Excel Books</li> <li>2. M.N Rudrabasavara, Global Human Growth Model, Himalaya Publications,</li> <li>3. Peter Dowling and Denise Welch, International Human Resource Management, , Cengage Learning</li> <li>4. RajibLochanDhar, Strategic Human resource Management Excel Books New Delhi</li> <li>5. Tony Edwards , International Human Resource Management, , Pearson Education</li> </ol>	
<b>Suggested Additional Readings</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.geektonight.com/international-human-resource-management/">https://www.geektonight.com/international-human-resource-management/</a></li> <li>2. <a href="https://www.aihr.com/blog/what-is-hr-analytics/">https://www.aihr.com/blog/what-is-hr-analytics/</a></li> </ol>	
<b>Suggested Research Journal :</b> International Journal of Human Resource Management, Taylor & Francis Journal of Human Resource Management Journal of Business and Management	

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE III: FINANCIAL MANAGEMENT</b> <b>PAPER-IV:</b> <b>INVESTMENT MANAGEMENT AND PORTFOLIO ANALYSIS</b>	
<b>Course Outcomes :</b> Students of this course will be able to: 1. Comprehend fundamental concepts of investment avenues. 2. Evaluate risk and return in different investment avenues. 3. Apply Fundamental and Technical analysis in portfolio management. 4. Prepare and evaluate the performance of different investment plans for individual.	
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Introduction to the Investment Management</b> a) Investment: Introduction, Concept, Objectives, Investment vs. Saving ,Investment v/s speculation, Features of good Investment b) Avenues of Investment: <u>Non-marketable Fixed Income Avenues</u> - Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Pension Scheme, National Savings Certificates and Ponzi schemes. <u>Marketable Fixed Income Avenues</u> - Preference Shares, FCD, NCD, Bonds, Govt. Floating Rate Savings Bonds, Gilt edged securities. <u>Other Avenues</u> - Equity Shares ,Antiques and Art, Mutual Fund, Life Insurance, Real Estate, Sovereign Gold Bond Scheme, Sovereign Gold Bonds vs. Gold ETF ,Digital Currency-Crypto c) Risk and Return: Meaning of Risk, Types of Risk, Systematic Risk and Unsystematic Risk, Measurement of systematic risk- Calculation of Risk and return, Expected Return of a portfolio, Calculation of portfolio Risk and return , risk-return trade off and precautions to minimize the risk. d) Investment Management Process: Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.
<b>Unit 2</b>	<b>Portfolio Analysis for investment</b> a) Fundamental Analysis: Introduction, Economic Analysis, Industry Analysis and Company Analysis. b) Technical Analysis: Introduction, Technical vs. Fundamental Analysis, The Dow's Theory, Trends, Indicators, Indices and moving averages applied in Technical Analysis. c) Portfolio Analysis: Portfolio Selection, Feasible set of portfolio, efficient set of portfolio-The Efficient Frontier, Selection of optimal portfolio. Random Walk Theory-Assumptions of Random Walk Theory, Capital Asset Pricing Model(CAPM), Efficient Market Hypothesis
<b>Unit 3</b>	<b>Debt and Mutual Fund as Avenues of Investment</b> a)Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to Bond-Features, Bond Valuation, Bond Duration, Bond Yields, Current Yield, Yield to Maturity. b) Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end vs. Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load.

<b>Unit 4</b>	<p><b>Personal Investment Management at various life cycle stages</b></p> <p>A) Investment Plans as per Life cycle Stages:  a) Young unmarried stage b) Young Married stage: i) Where both partners work ii) If only one of the two partners earns in the family living c) Young Married with Children Stage, d) Married with Older Children Stage e) Pre- retirement Stage f) Retirement Stage.  B) Income tax Provisions pertaining to investment plan</p>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Donald E. Fischer and Ronald J. Jordon, Security Analysis and Portfolio Management, Pearson India Education, New Delhi.</li> <li>2. V.K. Bhalla , Investment Management, S. Chand Publication</li> <li>3. Preeti Singh , Investment Management, Himalaya Publishing House, Mumbai.</li> <li>4. Prasanna Chandra , Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi, Mumbai.</li> <li>5. Punithavathy Pandian, Securities Analysis and Portfolio Management, Vikas Publishing House, New Delhi.</li> <li>6. N.J.Yasaswy, Personal Investment &amp; Tax Planning, Vision Books Pvt. Ltd., New Delhi.</li> <li>7. Gerald Krefetz , The Basics of Investing ,Vision Books Pvt .Ltd., New Delhi.</li> <li>8. M. Ranganathan &amp; R. Madhumathi, Investment Analysis and Portfolio Management, Pearson Education, New Delhi.</li> <li>9. V.A. Adhvani, Security Analysis and Portfolio Management, Himalaya Publishing House</li> <li>10. Suyash N.Bhatt, Security Analysis and Portfolio Management, Wiley</li> <li>11. S. Kevin, Security Analysis and Portfolio Management.PHI Learning</li> </ol>	

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE III: FINANCIAL MANAGEMENT</b> <b>PAPER-V</b> <b>INTERNATIONAL FINANCE</b>	
<b>Course Outcome:</b>	Students of this course will be able to: 1.To discuss international financial markets and institutions. 2.To analyze Exchange Rate Mechanism 3.To appraise Export Import Financing Mechanism. 4.To enumerate Financial Management of Multinational Corporations
<b>Expected Skills Impartation</b>	1. Currency Knowledge 2. Hedging Skills
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit 1:</b>	<b>International Finance:</b> a. Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility-Current Account and Capital Account. b. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund(IMF).
<b>Unit 2:</b>	a. Foreign Exchange Market: b. Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate c. Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior. d. Risks in International Operations :Exchange rate risk, Interest rate risk and Political risk.
<b>Unit 3:</b>	<b>Import-Export Mechanism and Finance:</b> a. Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India. b. Export Import Financing Mechanism: Buyers' Credit, c. Suppliers' Credit, Financing in foreign currency for exports and rupee finance d. Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA
<b>Unit 4:</b>	<b>Financial Management of Multinational Corporations (MNCs):</b> Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements.
<b>Note:</b> Problems should be covered on following topics only. a. Exchange Rate quotations and arbitrage b. Determination of exchange rate in spot market and forward market.	

c.	Techniques of covering risks
d.	Multinational Capital Budgeting
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Vij, Madhu (2006), International Financial Management, Excel Books, New Delhi.</li> <li>2. Avadhani, V.A. (2013), International Financial Management, Himalaya Publishing House, Mumbai.</li> <li>3. Apte, P.G. (2011), International Financial Management, Tata McGraw-Hill Pvt. Ltd., New Delhi.</li> <li>4. Rajwade, A.V. and Desai, H.G. (2014), Foreign Exchange International Finance and Risk Management, Shroff Publishers and Distributors Pvt. Ltd., Mumbai.</li> <li>5. Cowdell, Paul; Hyde; Watson, Alasdair (2000), Finance of International Trade, Financial World Publishing.</li> <li>6. Cheol D. Eun &amp; Bruce G. Resnick (2001), International Financial Management, Irwin McGraw-Hill.</li> <li>7. M.Y. Khan &amp; P.K. Jain, Fifth Edition, Financial Management, Tata McGraw-Hill</li> <li>8. P.K. Jain, Josette Peyrard &amp; Surendra S. Yadav (2007), International Financial Management, Macmillan India Ltd.</li> </ol>	
<b>Suggested Additional Reading:</b> Multinational Financial Management <a href="http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf">http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf</a>	
<b>Suggested Research Journals:</b> <ol style="list-style-type: none"> <li>1. International Finance</li> <li>2. Journals of International Financial Management</li> <li>3. Indian Journals of Finance</li> <li>4. RBI Bulletin</li> <li>5. Finance India</li> </ol>	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE IV: PRODUCTION &amp; OPERATIONS MANAGEMENT</b> <b>PAPER-IV</b> <b>PRODUCTION PLANNING AND CONTROL</b>	
<b>Course Outcome</b>	Students of this course will be able to : <ol style="list-style-type: none"> <li>1. Understand objectives, functions and characteristics of PPC</li> <li>2. Understand forecasting techniques of PPC</li> <li>3. Explain routing, scheduling and dispatching in PPC</li> <li>4. Understand applications of computer in PPC</li> </ol>
<b>Essential skills Implementation</b>	<ol style="list-style-type: none"> <li>1. Ability to explain various production planning and control processes.</li> <li>2. Applications of computer</li> <li>3. Knowledge of quantitative techniques.</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents</b>	
<b>Unit-1</b>	<b>Introduction to production planning and control (PPC)</b> -Objective, Meaning, characteristics, stages, functions and scope. Challenges of PPC,

	factors affecting PPC. Types of planning-job based, batch method, flow method, mass production method, process manufacturing method.
<b>Unit-2</b>	<b>(A)Production planning System</b> -Making the production plan, Process planning, manufacturing planning and control system. Role of PPC in manufacturing industry. <b>(B)Forecasting</b> -Importance of forecasting, types of forecasting and uses, forecasting techniques-qualitative and quantitative.
<b>Unit-3</b>	<b>(A)Routing</b> –Definition, procedure, route sheet, Bill of material, factors affecting routing procedure. Scheduling- definition, standard scheduling methods-job shop, flow shop, line balancing, aggregate planning, chase planning, expediting. <b>(B)Dispatching</b> - Activities of dispatching, dispatching procedure, follow up-definition, types of follow up.
<b>Unit-4</b>	<b>Application of computer in PPC</b> - Computer Aided Process planning (CAPP), Steps in CAPP, benefits of CAPP, ERP production planning module-objectives, features, benefits
<b>Reference Books:</b> 1.S.N.Chary,” Production and Operations Management” (4 <sup>th</sup> edition) ,TMH 2. SamuelEilon,” Elements of Production Planning &Controll”, Universal publishing corporation. 3.Baffa &RakeshSarin,” Modern Production & Operations management”,8 <sup>th</sup> edition,John Wiley, 4.S.K.Sharma, Savita Sharma,” A course in Industrial Engineering and Operations Management”, TMH	

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE IV: PRODUCTION &amp; OPERATIONS MANAGEMENT</b> <b>PAPER-V</b> <b>GLOBAL OPERATIONS &amp; LOGISTICS</b>	
<b>Course Outcomes:</b>	Students of this course will be able to: 1. Describe various global operations & logistics strategies. 2. Formulate Supply Chain Network Design. 3. Explain Risk Management in global operations & logistics 4. Outline effective management of global operations & logistics.
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Global Operations &amp; Logistics Strategies</b> Global Logistics, Concepts, GOL Strategies, Strategic Role and strategies of Storage, warehousing, materials handling, Packaging, Inventory, Transport, Information and control, Reverse Logistic in logistics & supply chain management.
<b>Unit 2</b>	<b>Supply Chain Network Design</b> Supply Chain Network Design: Concepts, Supply Chain Network process design: Procurement, Manufacturing, Finished good, factors influence the Supply Chain design network, Designing Supply Chain Network, Network Design cost optimization
<b>Unit 3</b>	<b>Risk Management in Global Operations</b> Operating exposure: Concept, Operating exposure to exchange rate risk and its management- Managing operating exposure-Use of operational flexibility to minimize operating exposure,
<b>Unit 4</b>	<b>Effective Management of Global Operations &amp; Logistics</b> Information management for global logistics – performance measurement & evaluation in global logistics – measuring performance in functional integration, organization structure for global logistics excellence
<b>Reference Books</b> 1. Global Operations & Logistics (Text and Cases) by Phillippe-Pierre Dornier, Ricardo Ernst, Michel Fender & Panos Kouvelis. 2. Logistics Management by V.V.Sople, Pearson Publication 3. Sunil Chopra And Peter Meindl, “Supply Chain Management – Strategy Planning And Operation”, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi. 4. Sunil Sharma, “Supply Chain Management”, Oxford University Press. 5. Donald J.Bowersox& David J. Closs “Logistical Management” The integrated supply Chain Process, Tata,Mc-grawhill Edition. 6. S.K. Bhattacharya, Logistics management, S.Chand publication. 7. John T. Mentzer, “Fundamentals Of Supply Chain Management (5th Edition2007)” Response Books.	
<b>Suggested Additional Readings: (if web source then provide url)</b> -National logistics policy -World bank logistics index -National manufacturing policy	
<b>Suggested Research Journal :</b> 1. International Journals of logistics research and applications 2. International Journals of logistics management	



**MBA – DISTANCE MODE**  
**M.B.A.-II SEM-IV**  
**ELECTIVE V: INTERNATIONAL BUSINESS**  
**PAPER- IV**  
**CROSS CULTURAL MANAGEMENT**

<b>Course Outcomes</b>	<p>Students of this course will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand of the impact of an international context on management practices based on culture.</li> <li>2. Explain and evaluate frameworks for guiding cultural and managerial practice in international business.</li> <li>3. Identify the cross cultural issues in the world.</li> <li>4. Understand and appreciate the cultural and managerial practice in international business.</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Communication Skills</li> <li>2. Negotiation skills</li> <li>3. Decision making skills</li> </ol>

**Marks : 100**

**Syllabus Contents**

<b>Unit 1:</b>	<b>Introduction to culture:</b> Concept, Definition of culture, Characteristics, variables, Fundamentals of cross cultural interaction- social cognition- cultural norms and scripts, selective perception- perceived similarity and attraction, stereotypic expectations- differential attributions-cross cultural interaction model- motivation across culture.
<b>Unit 2:</b>	<b>Roles of Global Manager:</b> The manager as decision maker- cultural differences in optimization model- limits to rationality- ethical dilemmas in decision making. The manager as negotiator–communicating and negotiating across culture- cross cultural communication process- Language- communication styles- other language considerations- language and pragmatics- negotiation and conflict resolution across culture.
<b>Unit 3:</b>	<b>Global Management Challenges:</b> The challenges of multicultural work groups and Teams-Work groups- cultural influences on work groups- managing multicultural work groups. The challenges of international assignments – The role of expatriates- individual staffing decisions – selection of managers for overseas assignments- definition of success- factors affecting expatriate success, Repatriation, Global careers.
<b>Unit 4:</b>	<b>The challenges of managing across culture in future:</b> The changing environment of business-uneven development- influence of transition economies- information and communication technology- pressure on the natural environment. The adaptation of organizations and people- The multinational organizations context- The future of organization of work.

**Reference Books:**

1. Cross-Cultural Management Essential Concepts: David C. Thomas & Mark F. Peterson, SAGE publications Inc.
2. Cross-Cultural Management: Text And Cases By Dipak Kumar Bhattacharyya, PHI Learning Pvt.Ltd.

**Suggested Additional Readings:**

1. <http://www.ecsocman.edu.ru>
2. <http://www.expert.ru>
3. <http://www.aup.ru/books/i002.htm>
4. <http://www.cfin.ru>
5. <http://www.management-ru.ru>

- |   |
|---|
| <ol style="list-style-type: none"><li>6. <a href="http://www.managementnews.ru/">http://www.managementnews.ru/</a></li><li>7. <a href="http://www.mevriz.ru">http://www.mevriz.ru</a></li><li>8. <a href="http://www.rjm.ru">http://www.rjm.ru</a></li></ol>  |
| <p><b>Suggested Research Journals :</b></p> <ol style="list-style-type: none"><li>1. <a href="#">International Journals of Cross Cultural Management</a></li><li>2. <a href="#">Research in Organizational Change and Development</a></li><li>3. International Journals of Business Environment</li><li>4. The International Business Environment</li><li>5. Journals of International Business Studies</li><li>6. Journals of International Business Research</li><li>7. Research in International Business and Finance</li><li>8. International Research Journals</li></ol> |

<b>MBA – DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE V: INTERNATIONAL BUSINESS</b> <b>PAPER- V</b> <b>INTERNATIONAL MARKETING</b>	
<b>Course Outcomes</b>	1. Student will able to understand the concept of international marketing. 2. Students will learn the market entry strategies. 3. Students will understand, how to take international product, pricing, and promotion and distribution decisions.
<b>Expected Skills Impartation</b>	1. International marketing skills. 2. Strategic skills required for international marketing.
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1:</b>	<b>Introduction to international marketing</b> Internationalization stages, international marketing decisions, scope of marketing Indian products abroad, driving and restraining forces. Market selection process, determinants of market selection, market profiling, market segment selection
<b>Unit 2:</b>	<b>Market entry strategies.</b> Licensing and franchising, exporting, contract manufacturing, turn-key contracts, fully owned manufacturing facilities, joint ventures, mergers and acquisitions, strategic alliances. Built in export department , separate export department, export sales subsidiary, international division, global organization
<b>Unit 3:</b>	<b>Market coverage strategies.</b> Concentrated marketing strategy, niche marketing, market segmentation and differentiated marketing strategy Product decisions, product, product mix, product life cycle, new product development, branding, packaging and labeling, business environment and product strategies, product communication strategies.
<b>Unit 4:</b>	<b>International Pricing and Promotion</b> Exporter's cost, pricing objectives, factors affecting pricing, pricing methods/approaches, transfer pricing, dumping, steps in pricing, retrograde pricing, export price structure, information requirements for pricing, International channel system, types of intermediaries. major decisions in international marketing communications, communication mix, role of export promotion organizations, trade fairs and exhibitions, personnel selling in international marketing, Problems in international marketing communication.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. International Marketing (text and cases) , Francis Cherunilam , Himalaya Publishing House</li> <li>2. International Marketing, Analysis and strategy, SakOnkvisit and John J. Shaw by Routledge publication</li> <li>3. INTERNATIONAL MARKETING WITHIN AND BEYOND VISEGRAD BORDERS , Elena Horská et al. by WYDAWNICTWO EPISTEME publication.</li> </ol>	
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. Journal of International Marketing</li> <li>2. The International Journal of Research in Marketing</li> <li>3. Journal of Global Marketing</li> <li>4. International Marketing Review</li> </ol>	

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE VI: HOSPITALITY MANAGEMENT</b> <b>PAPER-IV</b> <b>TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT</b>	
<b>Course Outcomes:</b>	After studying this course students will able to 1. Understand concept of travel agency. 2. Identify the future trends in travel agency. 3. Understand scope in tour and travel business. 4. Know the government's rules and policies related to tourism. 5. Develop tour package
<b>Expected Skills Impartation</b>	1. Interpersonal skills to manage employees in a travel business. 2. Analytical thinking and the ability to develop travel plan.
<b>Marks :100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Travel Trade:</b> Historical Perspectives - Evolution of Travel Business- Travel Trade in India-Emergence of Incredible India - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.
<b>Unit 2</b>	<b>Travel Agency:</b> Definition, Concept, Origin of Travel Agency, Development of Travel agency Business. Functions and Organizational structure of travel agency. Approval of Travel agency – Rules of IATA, Dept. of Tourism , Govt. of India (DOT), Travel Agents Association of India (TAAI)
<b>Unit 3</b>	<b>Tour Operations Management:</b> Meaning, Definition, Different functions of a travel agent, Services of Travel Agents – Liasioning, Counselling, Organizing & Distributing, Functions of Travel Agents – Itinerary planning, reservations, hotel booking, car rental services .
<b>Unit 4</b>	<b>Tour Packaging, Costing and Itinerary Planning:</b> Tour Packaging - Importance, Components, Classifications of Tour Packages. Costing - Types of costs – Components of it- cost sheet Preparation - Tour pricing - Calculation of tour price – Pricing strategies Itinerary Planning - Importance, Types of Itinerary -Resources and Steps for Itinerary Planning - Tour Formulation and Designing Process.
<b>Reference Books</b> <ol style="list-style-type: none"> <li>1. Mohinder Chand, Travel Agency Management, Anmol Publications Pvt. Limited, 2009</li> <li>2. Sudhir Andrews, Introduction to Tourism and Hospitality Industry, Tata McGraw-Hill Education, 2007</li> <li>3. Jagmohan Negi, Travel Agency and Tour Operation -Concepts and Principles, Kanishka Publishers, Distributors, 2006</li> <li>4. Dennis L. Foster, The Business of Travel - Agency Operations and Administration, Glencoe Division, Macmillan/McGraw-Hill, 2011</li> </ol>	

<ol style="list-style-type: none"> <li>5. Sunetra Roday, Archana Biwal, Joshi Vandana, Tourism Operations and Management, Oxford University Press, 2009</li> <li>6. Ralph G. Phillips, Susan Webster, Group Travel Operating Procedures, Van Nostrand Reinhold Company, 1993</li> <li>7. Chuck Y. Gee, James C. Makens, Dexter J. L. Choy, The Travel Industry, Van Nostrand Reinhold Publication, 2011</li> <li>8. Roday S, Biwal. A &amp; Joshi. V. (2009), Tourism Operations And Management, Oxford University Press, New Delhi, pp-164-296.</li> <li>9. Goeldner R &amp; Ritchie. B (2010), Tourism, Principles, Practices And Philosophies, John Wiley &amp; Sons, London.</li> <li>10. Holloway J.C. (2002), The Business Of Tourism, Prentice Hall, London, pp.220-279.</li> </ol>
<b>Suggested Additional Readings: (if web source then provide url)</b> <ol style="list-style-type: none"> <li>1. Travel information Manual – IATA</li> <li>2. <a href="http://www.incredibleindia-tourism.org/articles.html">http://www.incredibleindia-tourism.org/articles.html</a></li> <li>3. <a href="https://www.maharashtratourism.gov.in/">https://www.maharashtratourism.gov.in/</a></li> <li>4. <a href="https://tourism.gov.in/">https://tourism.gov.in/</a></li> <li>5. <a href="https://saathi.qcin.org/">https://saathi.qcin.org/</a></li> <li>6. <a href="https://indianvisaonline.gov.in/evisa/tvoa.html">https://indianvisaonline.gov.in/evisa/tvoa.html</a></li> </ol>
<b>Suggested Research Journal :</b> <ol style="list-style-type: none"> <li>1. <a href="http://www.informaworld.com/openurl?genre=journal&amp;issn=1540-7306">http://www.informaworld.com/openurl?genre=journal&amp;issn=1540-7306</a></li> <li>2. Journal of Travel &amp; Tourism Marketing, Volume 39, Issue 1 (2022)</li> <li>3. <a href="https://www.scimagojr.com/journalsearch.php?q=16547&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=16547&amp;tip=sid&amp;clean=0</a></li> <li>4. <a href="https://www.longdom.org/tourism-hospitality.html">https://www.longdom.org/tourism-hospitality.html</a></li> </ol>

<b>MBA-DISTANCE MODE</b> <b>M.B.A.-II SEM-IV</b> <b>ELECTIVE VI: HOSPITALITY MANAGEMENT</b> <b>PAPER-V</b> <b>EVENT MANAGEMENT</b>	
<b>Course Outcomes:</b>	<ol style="list-style-type: none"> <li>1. <b>Understand</b> the concept and importance of Event Management.</li> <li>2. <b>Analyze</b> the process of marketing and the need for strategic marketing for events</li> <li>3. <b>Analyze</b> the requirement of clients and do the planning of activity.</li> <li>4. <b>Create</b> plan for various types of events</li> <li>5. Able to <b>evaluate</b> the plan developed for events.</li> </ol>
<b>Expected Skills Impartation</b>	<ol style="list-style-type: none"> <li>1. Understand Client Requirement</li> <li>2. Able to plan and execute Event</li> </ol>
<b>Marks : 100</b>	
<b>Syllabus Contents:</b>	
<b>Unit 1</b>	<b>Introduction to Event Management</b> Introduction to Events and principles of event management, type and Size of event, planning and execution of Event, Legalities, permissions and licenses,

	Characteristics of an event manager, The role of an event manager.
<b>Unit 2</b>	<b>Marketing for Events</b> Client need Assessment–customer focus, product focus ,Ideation and planning, creating a master plan for execution, concept and theme development, making and delivering presentations, Introduction to sales and sales pitches, Strategic budgeting and negotiations, Sponsorships, Media plan – designing a media plan, Introduction to email marketing and copywriting
<b>Unit 3</b>	<b>Event Planning and Management</b> Planning an event – steps, Feasibility study, site survey and inspection, venues, time and scope of work, Understanding event and stage design and layouts – putting ideas on paper, Vendor management and planning with vendors, budget allocation and work delegation
<b>Unit 4</b>	<b>Event Production and Logistics</b> Importance of Production and Logistics in Event, Elements of production, Stage construction and elements, Infrastructure, Framing and branding, Parking, travel and logistics, Sanitation and hygiene, Safety and security
<b>Note:</b>	For more insight student can go for Brainstorming Sessions and Presentations for Corporate events, birthdays and wedding events, Visit various department for legal process, permissions and licenses. Case Studies, Exercise to draw stage design and layout, Finding out the right set of vendors in the market with basic costs.
<b>Reference Books</b>	
1. Event Management, 2 <sup>nd</sup> Edition, ELSEVIER Publication, Glenn A.J. Bowdin, Johnny Allen, William O’Toole, Robert Harris, Ian McDinnell 2. Event Management by Lynn Van Der Wagen and Brenda R. Carlos 3. Event Planning by Prof.Nisar Merchant	
<b>Suggested Additional Readings: (if web source then provide url)</b>	
<a href="https://epdf.pub/events-management-2nd-edition.html">https://epdf.pub/events-management-2nd-edition.html</a>	
<b>Suggested Research Journal :</b>	
International Journal of Hospitality and Event Management International Journal of Event Management Research	