



Shiksha Mandal's
G. S. College of Commerce, Wardha
(Autonomous)
M.B.A.
Semester - IV



MBP02 Project Work			
Teaching Hours: 4	Total Credits: 4	Total Marks: 80	Group: Project
Objectives: <ol style="list-style-type: none">1. To apply theoretical knowledge and analytical skills gained throughout the MBA program to real-world business challenges and opportunities.2. To analyse and solve complex business problems or issues faced by organizations, using appropriate research methodologies and frameworks.3. To develop research skills, including literature review, data collection, analysis, and interpretation, to generate insights and recommendations for the project.4. To apply critical thinking and strategic analysis to assess business situations, evaluate alternatives, and make evidence-based decisions to address project objectives.			
Learning Outcomes: <p>After completion of Project Work, students will be able to –</p> <ol style="list-style-type: none">1. Execute the ability to apply theoretical concepts, frameworks, and analytical tools learned throughout the MBA program to real-world business scenarios and projects2. Develop proficiency in identifying, analysing, and solving complex business problems or challenges through rigorous research, critical thinking, and strategic analysis.3. Attain advanced research skills, including literature review, data collection, analysis, and interpretation, to generate valuable insights and recommendations for the project.4. Illustrate professionalism, integrity, and ethical conduct in all aspects of the project, adhering to ethical principles and standards in research, data collection, and business practices.			
Content			
Project Work: Project work will be compulsory for each student appearing at the semester- IV (M.B.A) Examination.			
(i) Project shall carry 100 marks as follows:			
Particulars		Marks	
Project Report Evaluation		50	
Assessment by External Expert		30	
Assessment by Internal Expert		20	
Total		100	
(ii) For Project work a batch of Twenty students per guide /supervisor has to be allotted by the Institute.			
(iii) A copy of Project work (Printed or Type Written) shall be submitted to college, at Fifteen Days prior to the date of commencement of Semester-IV Examination, which will be retained by the college/Department for internal evaluation purpose.			
(iv) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect-that the candidate has satisfactorily completed the Project work for not less than one session and that the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.			

(v) If the student fails to submit his / her Project he / she shall not be allowed to appear for the Project Viva Examination and no Marks shall be allotted to the student.



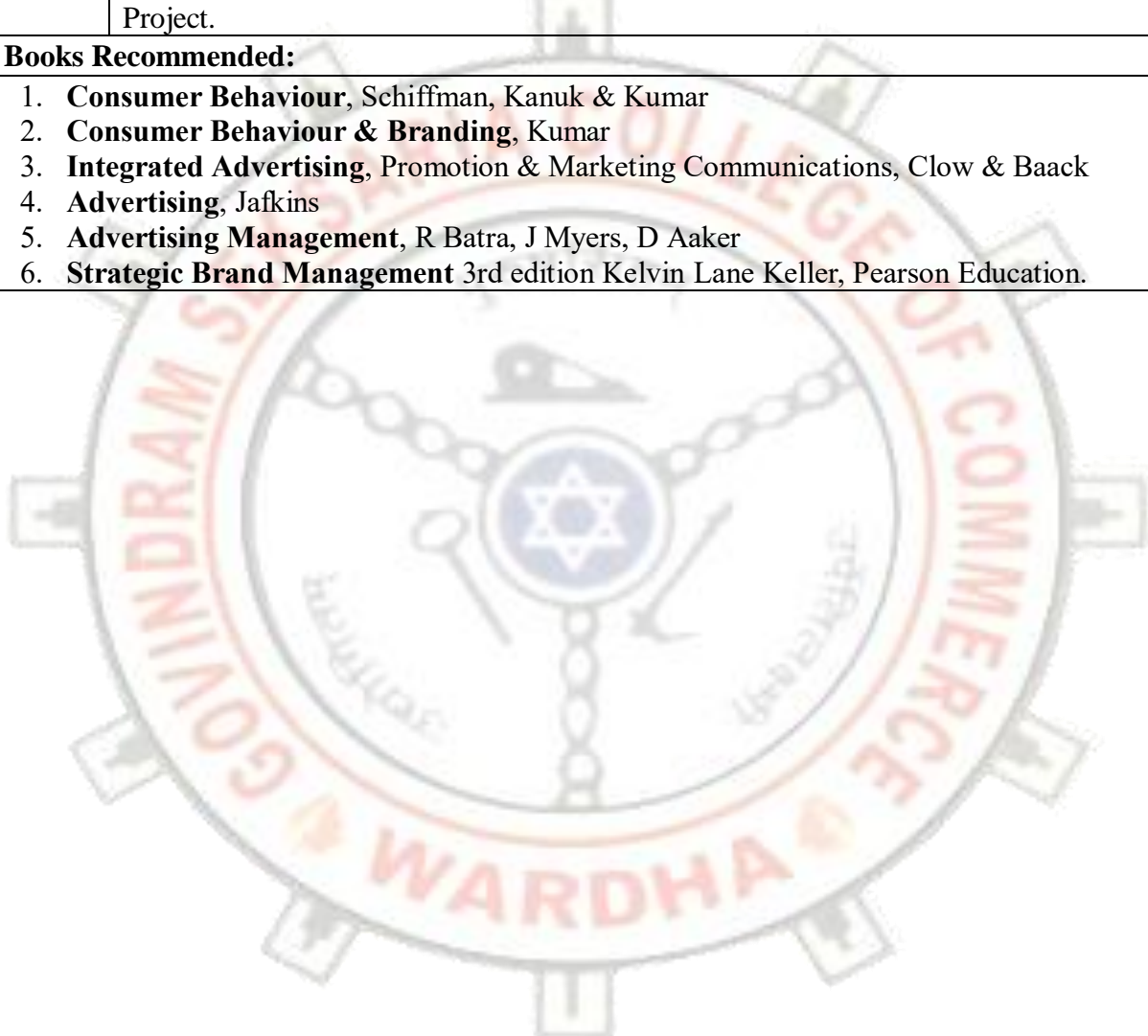


Shiksha Mandal's
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M.B.A.
Semester - III



MBCEMM04 Integrated Marketing Communication & Brand Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none">1. To get clear Understanding of the concept of marketing communication and its role in Integrated Marketing Communications.2. To Apply the Integrated Marketing Communications Planning Process for setting objectives.3. To develop understanding the media planning and selection of suitable mode for IMC.4. To Understand the concept of brand and brand equity.5. To Apply the concept of brand building for creating brand loyalty.6. To Create and implement branding strategies for customers.			
Learning Outcomes: <p>After learning this subject, student will be able to:</p> <ol style="list-style-type: none">1. Understand the concept of marketing communication and its role in Integrated Marketing Communications.2. Apply the Integrated Marketing Communications Planning Process for setting objectives.3. Analyze the media planning and selection of suitable mode for IMC.4. Understand the concept of brand and brand equity.5. Apply the concept of brand building6. for creating brand loyalty.7. Create and implement branding strategies for customers.			
Unit	Content		
I	Marketing Communication – Meaning, Process & elements of communication, Communication Message & its impact; Integrated marketing Communications: Meaning and role of Integrated Marketing Communications in marketing process, IMC partners and industry organization; Consumer Response - Prospects and customers, consumers and business buyers - How IMC messages influence consumer decisions?		
II	IMC Planning Process: DAGMAR approach for setting objectives; Data Driven Communication – Using databases to build relationships - Setting up a consumer database; IMC Media Planning - A four step planning process. Advertising and types of advertising in IMC.		
III	Media Characteristics - Media Planning: Role of Media during digital era, Media classifications: Print media - Broadcast media, Out-of-home media; Consumer Sales Promotion and Packaging; Channel marketing: Trade Promotion and Co-Marketing; Personal Selling; Public Relations and Brand publicity; Direct marketing: The Dialogue Builder; Experiential Contact: Events, Sponsorships, and Customer Service; Measurement, Evaluation and Effectiveness in IMC		
IV	Brand and Brand Equity - What is a brand? Why do brands matter? What are the strongest brands? Brand Management- Brand Identity; Strategic brand management process.		

	The brand equity: Meaning concept, Customer based brand equity; Choosing brand elements to build brand equity; Developing a brand equity measurement and managing system, Keller's Model of Brand Equity
V	Brand Building: Brand Awareness & Brand Knowledge; Brand Building: Steps of brand building; Creating customer value; Defining and establishing brand mantras; Internal branding, Branding challenges and opportunities; Case Studies of Mega Brands, The brand value chain, Brand Loyalty, relevance of brand loyalty in the dynamic world, Branding of Services
VI	Brand Strategies: Designing and implementing branding strategies - Brand architecture – Brand hierarchy - Brand Stretching and Retrenching; Brand Tracking; Types of Branding Strategies; Branding Strategies adopted by successful brands. Mini Project.
Books Recommended:	
<ol style="list-style-type: none"> 1. Consumer Behaviour, Schiffman, Kanuk & Kumar 2. Consumer Behaviour & Branding, Kumar 3. Integrated Advertising, Promotion & Marketing Communications, Clow & Baack 4. Advertising, Jafkins 5. Advertising Management, R Batra, J Myers, D Aaker 6. Strategic Brand Management 3rd edition Kelvin Lane Keller, Pearson Education. 	





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Semester - III



MBCEFM04 Investment Environment & Wealth Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none"> 1. To understand the concepts involved in wealth management. 2. To provide knowledge about Financial System. 3. To understand the significance and analysis of portfolio analysis. 4. To give knowledge of Insurance service in India. 5. To provide insights of Mutual Funds in India. 6. To provide knowledge about Wealth Management. 			
Learning Outcomes: After learning this subject, students will be able to: <ol style="list-style-type: none"> 1. Understand the financial and investment environment. 2. Remember the financial objectives; evaluate the factors affecting investment decisions. 3. Identify alternative sources of finance and consider their suitability. 4. Gain knowledge about Insurance Services. 5. Apply the knowledge of Mutual fund Services. 6. Evaluate the concept of Wealth Management. 			
Unit	Content		
I	Investment Management: Introduction, Financial & Economic meaning. Real & financial asset. Investment media, Investment process, Investment program. Basis of Investment, Features of good investment. Difference between Investment, Speculation, Gambling and Arbitrage. <i>Recent trends in Investment management.</i>		
II	Financial System: Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies Role and functions– (RBI, IRDA, PFRDA and SEBI); Product features and uses (CP/CD, T bills, REPO, reverse REPO, dated securities, rated securities, equity shares) and participants – Role and functions (CCIL, FIMMDA, PDs, NSCCL, NSDL, CDSL.)		
III	Portfolio analysis: Traditional v/s Modern; Investors attitude towards Risk & Returns; Portfolio Selection – its introduction, Importance of Beta – CAPM. Behavioural Finance: -Return based trading Strategies. Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust		
IV	Insurance Services: Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different types of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Brief idea of Medi-Claim and health insurance products.		
V	Mutual Funds: Organization Structure, Classification of Funds – Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI;		

	AGNI. Recent developments in the Mutual Fund industry.
VI	Wealth Management: Investor life cycle and investment goals, Investment options available and their comparison, Asset Allocation Strategies; Selecting appropriate allocation, Models of asset allocation. Wealth Expansion and Development. Recent trends in wealth management.
Books Recommended:	
<ol style="list-style-type: none"> 1. Strategic Financial Management, Dr. J. B. Gupta – Taxmann, New Delhi 2. Financial Management, Rajiv Shrivastava, Anil Mishra – Oxford Higher Education 3. Financial Management, Ravi Kishore, Taxmann, New Delhi. 4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi 5. Financial Management - Theory & Practice, Prasanna Chandra, TMH Publishers 2004 6. Financial Management, I.M. Pandey, Vikas publishing house, New Delhi. 7. Options Futures and other Derivatives, John C. Hull, PHI-EEE, 2011 8. Financial Institutions and Markets, L. M. Bhole – 4th Edition 9. Reference Material of NCFM from www.nseindia.com 10. Reference Material of NISM Mutual Fund Module from www.nseindia.com 	





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MBCEFM04 Training & Development Practices			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none">1. To describe the evolution of training and its role in enhancing employee performance and productivity.2. To explain the objectives, benefits, and challenges associated with conducting TNA in organizational settings3. To summarize the advantages, limitations, and applications of various training approaches, such as lectures, demonstrations, case studies, role-plays, and simulations.4. To identify various evaluation models and frameworks used for assessing training effectiveness, such as Kirkpatrick's Four Levels of Evaluation and CIRO Model, CIPP Model, Brinkerhoff Model.5. To evaluate participants' leadership competencies, including communication, decision-making, problem-solving, and emotional intelligence.6. To explain the stages of career development, including self-assessment, exploration, goal-setting, and implementation.			
Learning Outcomes: <p>After learning this subject, students will be able to:</p> <ol style="list-style-type: none">1. Interpret training and its role in organizational development.2. Explain the purpose, process, and benefits of conducting TNA in organizational settings.3. Develop training programs that align with organizational goals, learner needs, and instructional best practices.4. Elaborate the purposes, benefits, and challenges associated with conducting training evaluations in organizational settings.5. Develop skills in strategic planning, goal-setting, and execution to align team efforts with organizational objectives.6. Identify various career paths and opportunities within and outside the organization also Identify common sources of workplace stress and their impact on employee well-being and Performance.			
Unit	Content		
I	Introduction to Training: Definitions, Training Objective elements, KSA concept, Hard Skills & Soft Skills; Characteristics of an Effective Training Program, Tool for meeting Participants' Training Needs, Training vs Education vs Development, Benefits of Training to both Organization and to employees, Classifying employees for training.		
II	Training Need Analysis & Training Design: TNA- definition, reasons, components of TNA, TNA model-levels of TNA, Framework of conducting TNA, advantages & disadvantages, Objectives of training design, components and methods, models of		

	training design, Design Process, Training of Trainers programme; Designing of a sample training model (practical assignment or as a mini project).
III	Training Methods Techniques & Skills of Trainer: Approaches to training, Training methodology- On-the- Job and Off-the-Job Training; Management Games, Case Study Method, Role Play method, In Basket Exercises, Lab Training, Experiential Learning Techniques, Syndicate method, Fish Bowl exercise, Mentorship Training, Training techniques and Audio-Visual Aids, Trainer's Qualities, knowledge and skills, Interpersonal communication skills; Cross-Cultural training & its importance
IV	Evaluation of Training: Definition, Principles, Bases of Evaluation, Types of Training Evaluation, Different models of Evaluation- Cost Benefit Analysis, ROI on Training, Kirkpatrick Model, CIRO Model, CIPP Model, Brinkerhoff Model, Ethical Issues in Training Evaluation, Barriers in Training Evaluation, Resistance to Training evaluation.
V	Areas of Organizational Training: Orientation training, Cross cultural training-components, process, factors, benefits and issues, Team Training, Talent management training, Management Development Programmes - need, objectives, focus, levels, process, role and types of Management development Programmes.
VI	Career Planning & Employee Stress Management Techniques: Career Planning-Meaning & definition, Characteristics, objectives, steps, importance and limitations, Measures for successful career planning, Succession planning- importance, types and process, Stress management- job related stress, symptoms of stress, sources of stress; organizational and personal factors, management of stress, Burnout, employee counseling and process of employee counseling; Sources, symptoms & effects of stress, reasons of stress for men and women employees, workplace stress; Effects of burnouts; Role of superiors in Burnout management.
Books Recommended:	
1. A Textbook of Human Resource Management , C. B. Mamoria & S. V. Gankar. Himalaya Publishing House 2. Personnel and human Resource Management, Text & cases , P Subba Rao, Himalaya Publishing House 3. Human resource Management , P. Jyothi, Publication, Oxford University Press. 4. Human Resource Management , R. Wayne Mondy, Robert M, Noe, Pearson Education, Ninth Edition, 5. Human Resource and Personnel Management - Text and cases , K. Ashwathappa, Publication, TMC	



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MBCMPEBA04 Statistics Using R			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To introduce the R programming language and its environment. 2. To equip students with the skills to manipulate data, perform statistical analyses, and create visualizations using R. 3. To foster the ability to tackle real-world data problems and derive actionable insights using R. 4. To cultivate best practices in data analysis workflows, ensuring reproducibility and efficiency.			
Learning Outcomes: At the end of the course, the students will be able to: 1. Demonstrate proficiency in R programming basics, including data types, functions, and control structures. 2. Effectively manipulate and prepare data for analysis using packages like dplyr and tidyr. 3. Conduct comprehensive data analysis, including descriptive statistics, hypothesis testing, and regression analysis, using R. 4. Create impactful visualizations with ggplot2 to communicate data insights clearly and effectively.			
Unit	Content		
I	Introduction to R Programming Overview of R and its IDEs (R-Studio), Installing R, How to Run R, Advantages of R over Other Programming Languages - R Studio: R command Prompt, R script file, comments, Basics of R syntax and programming concept		
II	R Data Types Vectors, Lists, Matrices, Arrays, Factors, Data Frame – R - Variables: Variable assignment, Data types of Variable, Finding Variable ls(), Deleting Variables - R Operators: Arithmetic Operators, Relational Operators, Logical Operator, Assignment Operators, Miscellaneous Operators		
III	R Decision Making & Functions if statement, if – else statement, if – else if statement, switch statement – R Loops: repeat loop, while loop, for loop - Loop control statement: break statement, next statement. R-Functions: function definition, Built in functions: mean(), paste(), sum(), min(), max(), seq(), user-defined function, calling a function, calling a function without an argument, calling a function with argument values.		
IV	Data Manipulation and Preparation Importing and exporting data in R, Data cleaning and preparation with dplyr, Data transformation using tidyr		
V	Data Analysis and Statistics Descriptive statistics and exploratory data analysis, Hypothesis testing and inferential statistics, Regression analysis and ANOVA.		
VI	Data Visualization with R Principles of effective data visualization, Introduction to ggplot2 and advanced		

	visualization techniques, Creating interactive visualizations with packages like plotly.
Books Recommended:	
1. N. Metzler, " R Programming for Beginners: An Introduction to Learn R Programming with Tutorials and Hands-On Examples ," Independently Published, 2019 2. Fischetti, Tony, " R: Data Analysis and Visualization " Packt Publishing, 2016. 3. Lander, Jared. " R for Everyone: Advanced Analytics and Graphics " Pearson Education, 2017 4. Singh, Ajit. " R Programming: Simply In Depth " Amazon Digital Services LLC - Kdp, 2020 5. G. Grolemond, " R Programming An Approach to Data Analytics " Mjp Publisher, 2021	





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MBCMPEOM04 Sales & Operations Planning			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. Understand and Analyze Forecasting Needs 2. Understand & apply Forecasting Models 3. Understand & develop Aggregate Planning Strategies 4. Master Production Scheduling and Materials Planning 5. Plan Distribution and Manage Constraints			
Learning Outcomes: At the end of the course the student will be able to – 1. Develop short term, medium term and long-term forecasting needs in the organization. 2. Apply forecasting models for forecasting. 3. Develop aggregate planning by applying aggregate strategies. 4. Plan MPS and calculate bill of materials and MRP for production plan. 6. Plan distribution of finished goods taking into consideration various inputs and constraints.			
Unit	Content		
I	Introduction to S&OP: Importance and relevance in business. Need for Operations planning and control. Role of S&OP in aligning sales, operations, and finance. Overview of the sales and operations planning process.		
II	Forecasting in S&OP: Need for Forecasting in S&OP. Time horizons: Short-term, medium-term, and long-term. Qualitative and Quantitative Forecasting techniques. Forecasting process: Stages, sources of data, and trends. Seasonality and demand-affecting factors.		
III	Forecasting Models: Time Series Models - Moving Averages, Exponential Smoothing. Causal Methods: Regression models, Econometric models. Selection criteria for forecasting models based on business needs. Forecast Accuracy: Error metrics like MAPE, MAD, and others.		
IV	Aggregate Planning: Need for Aggregate Planning and its impact on operations. Aggregate Production Planning strategies: Level, Chase, and Hybrid. Subcontracting, overtime, and inventory adjustments as strategies. Impact of aggregate planning on supply chain and production scheduling.		
V	MPS, MRP, and Capacity Planning: Master Production Scheduling (MPS) and its role. Material Requirements Planning (MRP): Bill of Materials (BOM), Capacity Requirements Planning (CRP). Capacity Planning Models: Finite vs infinite loading. Optimizing production resources through MRP and scheduling.		
VI	Distribution and ERP in Operations: Sales Orders and distribution planning. Lead time considerations, inventory analysis, and safety stock. ERP Systems: Role in distribution planning and operational efficiency. Practical considerations in ERP implementation for distribution and logistics.		

Books Recommended:

1. **Operations Management: Theory and Practice**, B. Mahadevan, Pearson Education.
2. **Sales and Operations Planning: The How-to Handbook**, Thomas F. Wallace and Robert A. Stahl.
3. **Manufacturing Planning and Control for Supply Chain Management**, F. Robert Jacobs, William Lee Berry, D. Clay Whybark, and Thomas Vollmann
4. **Operations and Supply Chain Management**, F. Robert Jacobs & Richard Chase, McGraw Hill Education.
5. **Sales Management – Decision Strategy and Cases**, Richard R. Still, Edward W. Cundiff & Norman Govani, Pearson.





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Semester - III



MBCMPPESSM04 Hospitality Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To understand the overall working of hostility industry. 2. To understand operations of various departments in the hotels. 3. To analyze the various minor departments operating in the hospitality industry. 4. To know the role of exhibitions and concept of purchasing in the hotels. 5. To understand the concepts of stores and their functions. 6. To gain knowledge of safety measures in the hospitality industry.			
Learning Outcomes: After learning this subject, students will be able: 1. To summarize the working of the hospitality industry 2. To describe various departments functioning in the hotels 3. To summarize the functions of minor departments in the hospitality industry 4. To elaborate the functions of purchase department 5. To elaborate aspects of store department 6. To explain the safety system and security measures in the hotels.			
Unit	Content		
I	Hospitality Industry: Management of Hotel, Operations of hospitality services, scope and functioning of a hotel, The guest in a hotel, Computerized Hotel Management system, English-French terms in Hospitality, Management of Tourism, recreation, clubs, gaming and entertainment		
II	Departments in a hotel: Departmental structure, front office operations, guest services, housekeeping, linen and uniforms, kitchen and its operations, restaurant operations, Bar operations, Stewarding, sales and marketing, maintenance, administration and HRD, accounting and finance control.		
III	Minor operating departments: Laundry, facilities, Banquet functions, conferences and catering services management, outdoor catering and mobile catering, Parking Operation, gift shop facility in Hotel, Business or Meeting Rooms, and Sports & Entertainment Facility.		
IV	Exhibitions and other income sources: Exhibitions are a good source of Income in Hospitality Industry, Different other Income Sources for Hotel Industry Purchase and store. Concept of Purchasing in Hotels, Purchasing Process in Hotels, Duties of Purchase Department in Hotel Industry.		
V	Store Management: Concept of Store in Hospitality Management, organizations of stores, Need & Importance of store department, advantages of store department, Role & Functions of Store house Manager Precautions by store department, Introduction to Hotel Inventory Management System.		
VI	Security and safety systems: Prevention against accidents and fire, staff training for safety preventions. Probable Causes of Accidents in Hotels. security and safety, security measures for cash and credit, pilferage and theft, maintenance of building,		

	machineries and equipment.
Books Recommended:	
1. Hospitality Management , Jagmohan Negi, Gaurav Manohar, University Science 2. Press Introduction to Hospitality , 6th Ed, John Walker, Prentice Hall Hotel 3. Management & their Technology , Dinesh Tomar, Neha Publishers and distributors 4. Introduction to Management in the hospitality industry , Clayton Barrows, Power and Reynolds, John Willy & Sons Publication	

