

**Shiksha Mandal's
G. S. College of Commerce, Wardha**

**Department of Advanced Management Studies
(DAMS)**

Syllabus of 2nd Year (3rd & 4th semester)

**for the Program of
MASTER OF BUSINESS
ADMINISTRATION**

For Batch 2025-2026

PROGRAM/ COURSE OUTCOMES
MASTER OF BUSINESS ADMINISTRATION [M.B.A.]
[PROGRAMME CODE: GSW-PG-02-MB]

	MASTER OF BUSINESS ADMINISTRATION [M.B.A.]
A.	PROGRAM OUTCOMES
	After completing two years of M.B.A. program, students are expected to
PO-1	Acquire requisite knowledge, skills and attitude to provide effective leadership in global environment
PO-2	Be able to gain basic knowledge for designing business solutions for problems across the various functional domains of management across various sectors.
PO-3	Become competent management professionals with strong ethical values capable of assuming important managerial positions in various sectors.
PO-4	Develop entrepreneurial approach and requisite skill sets.
PO-5	Be able to use and apply their knowledge and contribute to the growth and development of the society through their research acumen and entrepreneurial skills.
PO-6	Be able to acquaint themselves with the relevant interpersonal skills, communication skills with a higher empathy quotient and develop an appropriate aptitude in becoming job ready for the industry.
PO-7	Be able to adapt skills and talent to develop solutions that are out of the box for challenging situations and facilitate their decision-making process by applying various analytical, logical and synthetic modes of reasoning.
PO-8	Have a solid foundation to build a larger corpus of knowledge through higher studies and research not only in the field of Management but also in other areas owing to the inter-disciplinary approach and study of domain specific Electives.
PO-9	Get empowered to demonstrate the ability to innovate and execute the most challenging tasks in trying circumstances.

	MASTER OF BUSINESS ADMINISTRATION [M.B.A.]
B.	PROGRAM-SPECIFIC OUTCOMES
	After completing two years of MBA program, students would
PSO-1	Be able to develop and understand Principles of management including Human resources, marketing and finance and management skills and utilize communication skills to bridge diverse perspectives, cultures, and disciplines in taking decisions for problems of business management.
PSO-2	Be able to demonstrate critical and analytical thinking skills by evaluating and synthesizing information across all functional areas of business through live field research projects and case studies through subjects like Research methodology and quantitative techniques.
PSO-3	Be able to cultivate the art of being creative, innovative, and develop entrepreneurial solutions to business problems with subjects like Entrepreneurship development.

PSO-4	Be able to demonstrate an ability to act as a global citizen through community engagement, incorporating financial, social, and environmental context in organizational and business decisions with subjects like Strategic Management and International trade and Business Management.
PSO-5	Be able to apply knowledge of all functional areas of business using integrated problem-solving skills and strategic analysis and be able to accurately assess the feasibility of business propositions and develop an integrated plan for a business using Project Management techniques.
PSO-6	Be able to apply responsible business practices and ethical principles in analyzing business problems and understand corporate governance and Business Ethics for making informed decisions through case studies, research, and coursework.
PSO-7	Be able to demonstrate abilities in relationship building, teamwork, and application of MBA subject matter evaluated by self-reflection, assessment, and projects.
PSO-8	Be able to practice ethical, mature, and professional values in their behaviour in all decisions and contexts through peer- and self-assessments and observation.
PSO-9	Be able to understand Technical/Digital Literacy by developing and integrating technical, digital, and media literacy through applications of current and emerging technologies.
PSO-10	Be able to integrate and develop quantitative and qualitative research processes and methods by defining, analyzing, and solving business problems through cases and research projects.

MASTER OF BUSINESS ADMINISTRATION [M.B.A.]		
C. COURSE OUTCOMES		
Sr. No.	Course	Outcome
1	Advanced Strategic Management	<ol style="list-style-type: none"> 1. Define strategic management process and relate vision mission statements with actions of the organizations. 2. Conduct an internal and external analysis for a business/organization. 3. Identify various strategies at corporate level. 4. Conduct a portfolio/ business analysis with the help of various techniques. 5. Elaborate various evaluation and control methods. 6. Inspect the reasons for globalization and list the global competitive advantages.
2	Summer Internship Project/ Report Writing & Assessment	<ol style="list-style-type: none"> 1. Apply proficiency in utilizing relevant tools, techniques, and methodologies specific to the internship project. 2. Interpret ideas, information, and project updates with colleagues, supervisors, and stakeholders through various mediums such as reports, presentations, and meetings. 3. Analyze, identify and solve problems encountered during the internship project, employing critical thinking skills and creative problem-solving approaches. 4. Develop plan and manage project tasks, timelines, and resources efficiently and effectively.
3	Sales & Distribution Management	<ol style="list-style-type: none"> 1. To familiarize the student with the sales management functions, sales process and distribution management. 2. To plan and implement an effective sales strategy for their organizations.

		<p>3. To understand skills and knowledge needed to conduct full and fair recruitment, selection & training.</p> <p>4. To explore evaluation techniques in sales performance and trends in sales and distribution management.</p> <p>5. To study the factors that affect a firm's channel decisions.</p> <p>6. To understand how channel behavior and conflict is handled.</p>
5	Consumer Buying Behaviour	<p>It would establish the relevance of consumer behaviour theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts. Recognize social and ethical implications of marketing actions on consumer behaviour. Use most appropriate techniques to apply market solutions.</p>
6	Digital Marketing & E-Commerce	<p>Students will gain the ability to develop and implement digital marketing campaigns across various platforms, leveraging insights from digital marketing research and analytics to optimize performance and enhance customer engagement.</p>
7	Security Portfolio & Risk Management	<p>1. Analyze the various types of securities and to determine their intrinsic value.</p> <p>2. Evaluate financial statements, economic indicators, and industry trends to assess the intrinsic value of securities and make informed investment decisions.</p> <p>3. Interpret price charts, trends, and technical indicators to identify patterns and trends in security prices and make predictions about future price movements.</p> <p>4. Apply modern portfolio theory principles, such as diversification and asset allocation, to construct optimal investment portfolios that balance risk and return objectives.</p> <p>5. Evaluate the concept of Portfolio Management.</p> <p>6. Strategically allocate assets, select securities, and measure performance in constructing and managing investment portfolios.</p>
8	Financial Derivatives	<p>1. Explain financial derivatives and their role in risk hedging and market stability.</p> <p>2. Demonstrate proficiency in derivative trading systems, pricing models, and strategies.</p> <p>3. Apply equity futures strategies while managing associated trading risks.</p> <p>4. Utilize options derivatives for strategic trading and portfolio risk management.</p> <p>5. Examine swaps and their applications in interest rate and currency risk management.</p> <p>6. Assess foreign exchange risk and implement corporate hedging strategies.</p>
9	Corporate Financial Management	<p>1. Analyze capital budgeting techniques to make informed investment decisions regarding long-term projects.</p> <p>2. Evaluate the pros & cons of leasing and hire-purchase agreements compared and recommend the most suitable option for a given business scenario.</p> <p>3. Apply various valuation methods, including discounted cash flow (DCF) analysis and comparable company analysis, to determine the intrinsic value of a business entity.</p>

		<p>4. Assess the impact of different dividend policies, such as stable dividend policy and residual dividend policy, on shareholder wealth and company valuation.</p> <p>5. Synthesize knowledge of financial, strategic, and legal considerations to analyze and evaluate mergers and acquisitions as a growth strategy for corporations.</p> <p>6. Describe the functions and key components of international financial markets, their role.</p>
10	Performance Management & Compensation	<p>1. Understand the concept of performance management with reference to learning theories.</p> <p>2. Understand the goal setting and performance planning to achieve the performance target with respect to performance appraisal.</p> <p>3. Analyze the traditional as well as modern performance measurement method for performance appraisal.</p> <p>4. Evaluate the performance by reward management.</p> <p>5. Understand the concept of competency in performance management with respect to leadership.</p> <p>6. Create compensation strategy for employees according to current trend.</p>
11	Strategic Human Resources Management	<p>Upon completion, students will be able to demonstrate proficiency in strategic HRM by effectively aligning HR strategies with organizational goals, implementing innovative talent acquisition and retention strategies, and navigating the human aspects of strategic implementation to foster organizational success.</p>
12	Industrial Relations & Labour Laws	<p>Students will be able to elaborate the concept of Industrial Relations. The students will be able to illustrate the role of trade union in the industrial setup. Students will be able to outline the important causes & impact of industrial disputes. Students will be able to elaborate Industrial Dispute settlement procedures.</p>
13	RDBMS & SQL	<p>1. Understand the basic concepts and the applications of database systems.</p> <p>2. Write SQL queries to retrieve specific data from a database based on given criteria.</p> <p>3. Analyze and troubleshoot errors in SQL queries.</p> <p>4. Design and implement complex database queries involving joins and sub queries.</p>
14	Data Mining & Warehousing	<p>1. Understand warehousing architectures and tools for systematically organizing large database and use their data to make strategic decisions.</p> <p>2. Apply KDD process for finding interesting pattern from warehouse.</p> <p>3. Analyze the kinds of patterns that can be discovered by association rule mining.</p> <p>4. Evaluate interesting patterns from large amounts of data to analyze for predictions and classification.</p> <p>5. Design suitable methods for data mining and analysis.</p>
15	Data Visualisation Tools for Analytics	<p>1. Gain a comprehensive understanding of the importance and principles of data visualization.</p>

		<p>2. Be able to develop proficiency in using Power BI for data visualization, including navigating the interface and connecting to various data sources.</p> <p>3. Be able to create and manage data models, including establishing relationships between tables and implementing best practices.</p> <p>4. Build interactive and user-friendly dashboards that allow for data exploration and insights.</p> <p>5. Apply basic and advanced DAX functions to create calculated tables and columns.</p> <p>6. Be able to share and collaborate on reports, ensuring proper permissions and security settings.</p>
16	Logistics & Supply Chain Management	<p>After learning this subject, students will be able to</p> <p>1. Understand the fundamentals of logistics and supply chain management.</p> <p>2. Discover the supply chain requirement as per the resources available by identifying the non-value-added services within the supply chain.</p> <p>3. Examine factors to select proper mode of transportation in logistics & supply chain management.</p> <p>4. Analyze costs associated with logistics and supply chain management.</p> <p>5. Design effective distribution network for an organization.</p> <p>6. Estimate the role of IT in supply chain management.</p>
17	Operations Research	<p>1. Formulate and solve problems as networks and graphs.</p> <p>2. Develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems.</p> <p>3. Solve the problems using special solution algorithms.</p>
18	Total Quality Management	<p>1. Understand the concept of Quality & its importance in today's competitive environment.</p> <p>2. Develop the meaning and Principles of the TQM.</p> <p>3. Apply the tools of TQM in business processes.</p> <p>4. Analyse the Techniques of Quality Management required for quality improvements.</p> <p>5. Evaluate appropriate SPC tools to improve process quality.</p> <p>6. Discover the concepts of Business Process Re-engineering.</p>
19	Banking & Insurance Services	<p>Students will understand banking and Insurance sectors which mobilize funds in the economy. Students will be versed with study of the sector: its structure, operations, functions, instruments, regulations and other roles. Students will accumulate knowledge to understand the changing national and global banking and insurance operations; technology and paradigm shift in the sector.</p>
20	Healthcare Management	<p>1. Understand and recall the conceptual framework of Social and Family Welfare, Health Policy formulation and different sectorial issues.</p> <p>2. Apply the implications of issues relating to Healthcare and social development.</p>

		<ol style="list-style-type: none"> Analyse the various factors relating to health policy formulations. Analyse and examine the concept of Health Care Planning and Health care system. Examine the concepts of Environmental Health Care Management. Evaluate the concept of Hazardous Waste Management.
21	Service Management, Operations, Strategy, Information Technology	<ol style="list-style-type: none"> Understand the role of services in economic growth, including their impact on India's GDP and employment. Analyze the influence of technology, automation, and e-commerce on service sector operations. Evaluate service quality using measurement tools, gap analysis, and service recovery strategies. Apply process improvement techniques like Six Sigma, Lean Services, and statistical process control. Develop strategies for managing service operations, capacity, demand, and workforce efficiency.
22	Project Work	<ol style="list-style-type: none"> Execute the ability to apply theoretical concepts, frameworks, and analytical tools learned throughout the MBA program to real-world business scenarios and projects. Develop proficiency in identifying, analysing, and solving complex business problems or challenges through rigorous research, critical thinking, and strategic analysis. Attain advanced research skills, including literature review, data collection, analysis, and interpretation, to generate valuable insights and recommendations for the project. 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.
23	Integrated Marketing Communications & Brand Management	<ol style="list-style-type: none"> Understand the concept of marketing communication and its role in Integrated Marketing Communications. Apply the Integrated Marketing Communications Planning Process for setting objectives. Analyze the media planning and selection of suitable mode for IMC. Understand the concept of brand and brand equity. Apply the concept of brand building for creating brand loyalty. Create and implement branding strategies for customers.
24	Investment Environment & Wealth Management	<ol style="list-style-type: none"> Understand the financial and investment environment. Remember the financial objectives; evaluate the factors affecting investment decisions. Identify alternative sources of finance and consider their suitability. Gain knowledge about Insurance Services. Apply the knowledge of Mutual fund Services. Evaluate the concept of Wealth Management.
25	Training & Development Practices	<ol style="list-style-type: none"> Interpret training and its role in organizational development. Explain the purpose, process, and benefits of conducting TNA in organizational settings.

		<p>3. Develop training programs that align with organizational goals, learner needs, and instructional best practices.</p> <p>4. Elaborate the purposes, benefits, and challenges associated with conducting training evaluations in organizational settings.</p> <p>5. Develop skills in strategic planning, goal-setting, and execution to align team efforts with organizational objectives.</p> <p>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.</p>
26	Statistics Using R	<p>1. Demonstrate proficiency in R programming basics, including data types, functions, and control structures.</p> <p>2. Effectively manipulate and prepare data for analysis using packages like dplyr and tidyr.</p> <p>3. Conduct comprehensive data analysis, including descriptive statistics, hypothesis testing, and regression analysis, using R.</p> <p>4. Create impactful visualizations with ggplot2 to communicate data insights clearly and effectively.</p>
27	Sales & Operations Planning	<p>1. Develop short term, medium term and long-term forecasting needs in the organization.</p> <p>2. Apply forecasting models for forecasting.</p> <p>3. Develop aggregate planning by applying aggregate strategies.</p> <p>4. Plan MPS and calculate bill of materials and MRP for production plan.</p> <p>5. Plan distribution of finished goods taking into consideration various inputs and constraints.</p>
28	Hospitality Management	<p>1. To summarize the working of the hospitality industry</p> <p>2. To describe various departments functioning in the hotels</p> <p>3. To summarize the functions of minor departments in the hospitality industry</p> <p>4. To elaborate the functions of purchase department</p> <p>5. To elaborate aspects of store department</p> <p>6. To explain the safety system and security measures in the hotels.</p>



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



MBC15 Advanced Strategic Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core
Objectives: <ol style="list-style-type: none"> 1. To grasp the concepts and thought processes in strategic management 2. To understand various internal and external environment factors for the business organization 3. To examine and determine suitable strategy for a business 4. To learn and apply various approaches of Portfolio Analysis 5. To understand various strategic control tools 6. To discuss the forces influencing global strategies 			
Learning Outcomes: After learning this subject, students will be able to <ol style="list-style-type: none"> 1. Define strategic management process and relate vision mission statements with actions of the organizations. 2. Conduct an internal and external analysis for a business/ organization. 3. Identify various strategies at corporate level. 4. Conduct a portfolio/ business analysis with the help of various techniques. 5. Elaborate various evaluation and control methods. 6. Inspect the reasons for globalization and list the global competitive advantages. 			
Unit	Content		
I	Introduction to Strategic Management and Strategy Formulation: Meaning, Nature, and Essence of Strategy. Strategic Management Process: Evolution, Contributions of Strategists. Strategy vs Policy, Tactics, and Programmes. Levels of Strategy. Importance of Strategy in Organizations: Strategic Intent, Vision, Core Values, Core Purpose, Mission, Objectives, and Goals. Vision and Mission Statements: Characteristics and Preparation. Approaches to Strategy Formulation: Overview of different approaches like top-down, bottom-up, and emergent strategies. Limitations and Pitfalls of Strategic Management.		
II	External and Internal Analysis for Strategy Formulation: External Environment Analysis: Broad Dimensions, PESTEL Framework, McKinsey's 7s Framework, Porter's Five Forces, Scenario Planning, Industry Analysis, and its Usefulness, Environmental Scanning. Internal Environment Analysis: Core Competencies, Competitive Advantage, Synergy, Types of Resources, Critical Success Factors, SWOT Analysis. Value Chain Analysis: Quantitative and Qualitative Assessment.		
III	Corporate-Level Strategies: Nature and Scope of Corporate Strategies: Stability, Growth, Retrenchment, and Combination Strategies. Expansion Strategies: Diversification (Horizontal, Vertical, Conglomerate), Mergers & Acquisitions (M&A), Strategic Alliances. Reasons for M&A failures and how to avoid them.		
IV	Business-Level Strategies & Competitive Advantage: Business-Level Strategies: Cost Leadership, Differentiation, Focus Strategy. Portfolio Analysis: BCG Matrix, GE-McKinsey Matrix, and the Space Matrix. Competitive Advantage: Sustaining and		

	leveraging competitive advantage at the business unit level. The role of innovation in gaining competitive advantage.
V	Strategy Implementation: Translating strategic plans into action. Aligning structure with strategy (organizational design and structure). Resource allocation, leadership, and decision-making in execution. The role of culture, change management, and communication in strategy implementation. Overcoming barriers to strategy execution. Balanced Scorecard as a tool for implementation and performance measurement.
VI	Strategy Evaluation, Control, and Global Strategies: Strategic Evaluation and Control: Nature, Importance, Characteristics of an Effective Control System, Operational Controls, and Mechanisms for Strategic Control. Strategic Audit: Methods and Tools for evaluating strategy. Global Strategies: Forces pushing for globalization, international strategy, and global competitive advantage. Market Entry Strategies and International Portfolio Analysis. Case Studies on Successful Global Strategies.
Books Recommended:	
<ol style="list-style-type: none"> 1. Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namakumari, Macmillan, India. 2. Strategic Management -9 th Edition, John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw Hill Publishing Company Limited, New Delhi. 3. Understanding Strategic Management, Henry, Oxford University Press. 4. Crafting executive strategy -14th edition, Arthur A. Thompson Jr, A.J. Strickland III, Tata McGraw- Hill Publishing Company Limited, New Delhi. 5. Management Policy & strategic Management, R.M. Srivastava, Publication – Himalaya Publishing House. 6. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi. 7. Strategic Management, Chandrasekara, Anant Narayanan, Oxford University Press 	



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M.B.A.
Semester - III



MBP01 Summer Internship Project/ Report Writing & Assessment			
Teaching Hours: 04	Total Credits: 04	Total Marks: 100	Group: Project
Objectives: <ol style="list-style-type: none">1. To offer industry exposure to the students.2. To facilitates the students to apply their knowledge of management concepts in real-life business situations.3. To furnish students with an opportunity to apply theoretical concepts and knowledge acquired in the classroom to real-world situations and practical projects.4. To offer students hands-on experience working on projects within a professional work environment, gaining exposure to industry practices, standards, and challenges.			
Learning Outcomes: <ol style="list-style-type: none">1. Apply proficiency in utilizing relevant tools, techniques, and methodologies specific to the internship project.2. Interpret ideas, information, and project updates with colleagues, supervisors, and stakeholders through various mediums such as reports, presentations, and meetings.3. Analyze, identify and solve problems encountered during the internship project, employing critical thinking skills and creative problem-solving approaches.4. Develop plan and manage project tasks, timelines, and resources efficiently and effectively.			
Content			
At the end of second semester examination, every student of MBA will undergo on-the job practical training in an organization. The training will be of 8 to 10 weeks duration.			
During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.			
During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.			
The student, after the completion of training will submit a report to the College/ Institute, which will form part of third semester examination. However, the report must be submitted within a month after the commencement of third semester so that it is evaluated well in time.			
The report (based on training and the problem/ project studied) prepared by the student will be known as Summer Project Report (SPR). The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/ services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of report ordinarily will be 25 to 30 typed pages in standard font size (12) and double spacing. One neatly typed and spiral bound copy of the report will be submitted to the College/ Institute. The report will be typed in A-4 size paper.			

The Report will have two certificates; one by the Head of the Institute/ College and another by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

The SIP will be evaluated by two examiners (1 External Evaluator & 1 Internal Evaluator) appointed by the Director. It will carry total 100 marks divided into Internship – 40 Marks, Project Report – 40 Marks and Presentation 20 Marks. Person having minimum 3 years of experience of teaching MBA OR a person from industry having 3 years' experience at managerial level shall be appointed as examiner.

It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a presentation.

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.





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M.B.A.
Semester - III



MBCEMM01 Sales & Distribution Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objectives: <ol style="list-style-type: none">1. To familiarize the student with the sales management functions, sales process and distribution management.2. To plan and implement an effective sales strategy for their organizations.3. To understand skills and knowledge needed to conduct full and fair recruitment, selection & training.4. To explore evaluation techniques in sales performance and trends in sales and distribution management.5. To study the factors that affect a firm's channel decisions.6. To understand how channel behavior and conflict is handled.			
Learning Outcomes: <ol style="list-style-type: none">1. To familiarize the student with the sales management functions, sales process and distribution management.2. To plan and implement an effective sales strategy for their organizations.3. To understand skills and knowledge needed to conduct full and fair recruitment, selection & training.4. To explore evaluation techniques in sales performance and trends in sales and distribution management.5. To study the factors that affect a firm's channel decisions.6. To understand how channel behavior and conflict is handled.			
Unit	Content		
I	Introduction to sales management, Objectives & Scope of Sales Management, Dimensions of Sales Management, selling skills and selling strategies, selling process, Emerging trends & challenges in sales force management.		
II	Sales organization: Concept, Purpose & Basic types of sales organization, Specialization within sales organization, Management of sales territory, Procedure for designing sales territory, Sales quota: Purpose of sales quotas & Types of Quotas.		
III	Recruitment and selection of sales force, Sources of Sales force Recruits, determining size of the sales force, Training the sales force- Types with advantages & Disadvantages, Designing a motivational programme, Ethical & social issues in sales & distribution management.		
IV	Objectives of a compensation plan, Designing a compensation plan, Characteristics of a good Compensation Plan, Types of compensation plans, Sales force performance evaluation - Objectives & Steps in sales force performance evaluation.		
V	Introduction to distribution channel management, Distribution channel strategies, Designing Customer Oriented Marketing Channels, Business through e-commerce- Advantages & Disadvantages, Types of E- Commerce.		

VI	Managing Channel member behaviour: Channel relationships & Types of Channel Relationships, channel control, channel power- economic & non-economic sources, channel conflict- Causes & Types of channel conflict, managing channel conflict.
Books Recommended:	
<ol style="list-style-type: none"> 1. Sales & Distribution Management, Tapan Panda –publisher, Oxford Publication. 2. Sales Management, Pradip Kumar Mallik, Oxford Publication. 3. Sales & Distribution Management, Krishna K Harvadkar -publisher: McGraw Hill. 4. Physical Distribution Management, Kulkarni, M V, Everest Publishing House. 5. Marketing Management, V S Ramaswami& S Namkumari, Macmillan India Ltd. 	





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M.B.A.
Semester - III



MBCEMM02 Consumer Buying Behaviour			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: To develop an understanding of the concepts and the significance involved in Consumer Buying Behaviour			
Learning Outcomes: It would establish the relevance of consumer behaviour theories and concepts to marketing decisions. Implement appropriate combinations of theories and concepts. Recognize social and ethical implications of marketing actions on consumer behaviour. Use most appropriate techniques to apply market solutions.			
Unit	Content		
I	Concept of consumer personality & brand personality as related to STP, buying influences on consumers and organizational buyers, consumer motivation, perception, learning & attitudes		
II	Reference groups, buying process, factors influencing buying decisions, models of buying behaviour, post purchase behaviour.		
III	Marketing research, methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics.		
IV	IMC definition, scope, elements, role, etc., models of IMC, media and media planning, IMC strategy and process, new media		
V	IMC and brand communication process, role of advertising in branding process BTL, OOH, etc., promotions in IMC – consumer, trade, sales, co-branding, in-branding, etc.		
VI	Creativity and innovation in IMC, packaging and labelling in IMC, PR and ethics in PR, corporate communications, international communications, cross cultural issues in IMC.		
Books Recommended:			
1. Consumer Behaviour , Schiffman, Kanuk & Kumar 2. Consumer Behaviour & Branding , Kumar 3. Integrated Advertising, Promotion & Marketing Communications , Clow & Baack 4. Advertising , Jafkins			



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M.B.A.
Semester - III



MBCEMM03 Digital Marketing & E-Commerce			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: 1. To familiarize the student with digital marketing fundamentals, including e-commerce models, search engine strategies, and social media engagement, for effective online presence. 2. To Provide practical insights into digital marketing research, social media engagement, and e-commerce analytics to empower students in developing effective online campaigns and managing brand reputation.			
Learning Outcomes: Students will gain the ability to develop and implement digital marketing campaigns across various platforms, leveraging insights from digital marketing research and analytics to optimize performance and enhance customer engagement.			
Unit	Content		
I	Introduction: Digital Marketing and its Significance. Traditional marketing V/s digital marketing. Marketing in digital environment, Introduction to E-commerce, types of E-commerce & business models, advantages & disadvantages, hybrid & multi-channel options, online media and types.		
II	Digital Marketing Research: Features of marketing research, steps in marketing research, methods of digital marketing research, audience profiling and segmentation. The internet: uses, purposes, online consumer behaviour, direct marketing. Online research methods, behavioural targeting, blogs and types, building customer profiles, competitor analysis, integrating online strategies, offline marketing strategies.		
III	Search Engine Marketing: Introduction, email campaign creation and management, search and display on search engines, pricing models, page rankings, search engine optimization (SEO) and process, key words, search engine marketing (SEM), paid and natural search, search methodology.		
IV	Social Media: Introduction to social media, Facebook, LinkedIn, Twitter, YouTube, creating a channel on YouTube, social media measuring, forums and discussion boards, forums and communities, blogs, viral campaigns, building online relationships with different stakeholders.		
V	E-Commerce Marketing and Analytics: E-Mail Marketing and Automation, Content Marketing for E-Commerce, Customer Relationship Management (CRM) in E-Commerce, Analyzing E-Commerce Metrics and Data		
VI	Online Reputation and Recent Trends: Introduction, reputation management process, features of online reputation management, strategies and tools of online reputation management, handling negative comments, recent trends in digital marketing, localization of content and advertising, marketing using mobile networks, journey from traditional to mobile banking, consumer engagement and methods.		

Books Recommended:

1. **Digital Marketing**, Raghavendra K., Shruti Prabhakar, Himalaya Publ. House, 2016
2. **The Ultimate Web Marketing Guide**, Michael Miller, Pearson
3. **Digital Marketing**, Nitin Kamat, Chinmay Nitin Kamat, Himalaya Publishing House





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M.B.A.

Semester - III



MBCEFM01 Security Portfolio & Risk Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none"> 1. Analyze various methods of security valuation, including discounted cash flow analysis and relative valuation, to determine the intrinsic value of securities. 2. Evaluate financial statements, economic indicators, and industry trends to assess the fundamental value of securities and make informed investment decisions. 3. Interpret price charts, patterns, and technical indicators to identify trends and patterns in security prices and make predictions about future price movements. 4. Apply modern portfolio theory principles, such as diversification and asset allocation, to construct efficient portfolios that balance risk and return objectives. 5. Evaluate the concept of Portfolio Management. 6. Construct, manage, and evaluate investment portfolios using strategic asset allocation, security selection, and performance measurement techniques. 			
Learning Outcomes: After learning this subject, student will be able to: <ol style="list-style-type: none"> 1. Analyze the various types of securities and to determine their intrinsic value. 2. Evaluate financial statements, economic indicators, and industry trends to assess the intrinsic value of securities and make informed investment decisions. 3. Interpret price charts, trends, and technical indicators to identify patterns and trends in security prices and make predictions about future price movements. 4. Apply modern portfolio theory principles, such as diversification and asset allocation, to construct optimal investment portfolios that balance risk and return objectives. 5. Evaluate the concept of Portfolio Management. 6. Strategically allocate assets, select securities, and measure performance in constructing and managing investment portfolios. 			
Unit	Content		
I	Valuation of Securities: Bond Valuation, Types of Bonds - Dated Securities and Zero-Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares Valuation – Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation.		
II	Equity analysis: Fundamental analysis - Concept, process, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis.		
III	Technical Analysis: Fundamental Principles; Dow Theory, EMH, Random Walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candlestick Chart; Moving averages – Simple; Momentum analysis/Relative Strength Index (RSI); MACD		

IV	Portfolio Theory: Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, Arbitrage pricing theory.
V	Portfolio Management: Passive v/s. Active, Value v/s. Growth, Understanding the Stock Index, Construction and composition - Sensex and Nifty, Calculation of indices. Free float Market capitalization.
VI	Portfolio Evaluation: Specification of Investment Objectives and Constraints, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation, Portfolio and Mutual fund, Performance evaluation – Sharpe Ratio, Treynor Ratio, Jensen's Alpha, Sortino Ratio and M^2 .

Books Recommended:

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. **Securities Analysis and Portfolio Management**, V. A. Avadhani, 12th Edition, Himalaya Publishing House, ISBN-13: 978-9352029921
9. **Reference Material of NCFM** from www.nseindia.com





Shiksha Mandal's
G. S. College of Commerce, Wardha
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M.B.A.
Semester - III



MBCEFM02 Financial Derivatives			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none">1. To understand the fundamentals of financial derivatives and their role in hedging risk in financial markets.2. To gain a fundamental understanding of the technical aspects of derivative trading.3. To develop expertise in equity futures derivatives, trading strategies, and risk management techniques.4. To apply option derivatives in strategic trading and portfolio risk management.5. To understand swaps, their types, and the structure of interest rate and intermediated swaps.6. To analyse foreign exchange risk and learn to implement corporate strategies for effective exposure management.			
Learning Outcomes: <p>After learning this subject, student will be able to:</p> <ol style="list-style-type: none">1. Explain financial derivatives and their role in risk hedging and market stability.2. Demonstrate proficiency in derivative trading systems, pricing models, and strategies.3. Apply equity futures strategies while managing associated trading risks.4. Utilize options derivatives for strategic trading and portfolio risk management.5. Examine swaps and their applications in interest rate and currency risk management.6. Assess foreign exchange risk and implement corporate hedging strategies.			
Unit	Content		
I	Introduction to Derivatives Trading: Introduction to Risk Management, Managing Risk, Types of Business Risks, Derivatives and Derivative Products, Classification of Derivatives, Participants in the Derivative Market, Functions of Derivatives Trading of Derivatives Contracts Futures and Options Trading System.		
II	Technical Aspects of Derivative Trading: The Trader Workstation, Futures and Options Market Instruments, Overview of Various Indian Stock Market Indices, Eligibility Criteria for Selection of Securities and Indices; Clearing and Settlement - Clearing Entities, Clearing Mechanism, Settlement Procedure, Risk Management, Margining System.		
III	Equity Futures Derivatives and Trading Strategies: Types of Futures – on the basis of Maturity, on the basis of the Underlying Asset; Margining in the Futures Market; Terminologies used in the Futures Market; Futures Pricing – Cost of Carry Model; Trading Strategies using Futures.		
IV	Option Derivatives and Trading Strategies using Options – Types of Options - Call Options, Put Options; Option Pay-Offs; Terminologies used in the Options Market; Option Pricing – Binomial Model and Black & Scholes Model; Trading Strategies using Options- Caps, Collars, Butterfly, Straddle, Strangle etc. Option Greeks.		
V	Swaps - Concept and Characteristics; Types of Swaps – Interest Rate Swaps and Currency Swaps; Structure of Interest Rate Swaps and Intermediated Interest Rate		

	Swaps; Relation between Interest Rate Swaps and Forward Rate Agreements; Calculations on Swaps.
VI	Foreign Exchange Risk & Corporate Exposure Management: Types of Exposure – Transaction, Economic and Translation; Foreign Exchange Risk – Types, Risk Management Techniques – External and Internal. International Portfolio Diversification and Transfer Pricing, Currency Derivatives and its Application, Risk Management Practices in India.
NB: Numerical shall be based on Unit III, Unit IV, and Unit V only.	
Books Recommended:	
<ol style="list-style-type: none"> 1. Financial Derivatives-Theory, Concepts and Problems, 2nd Edition, S.L. Gupta, PHI Learning Pvt Ltd, ISBN: 9788120353480 2. Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange and Derivatives, Wiley, ISBN-13: 978-8126534043 3. Derivatives Principles and Practice, 1st Edition, Sundaram & Das, McGraw Hill Education, ISBN-13: 978-1259097096 4. Options Futures & Other Derivatives 9e, John C. Hull & Sankarshan Basu, Pearson Education India ISBN-13: 978-9332559417 5. Reference Material of NCFM from www.nseindia.com 	



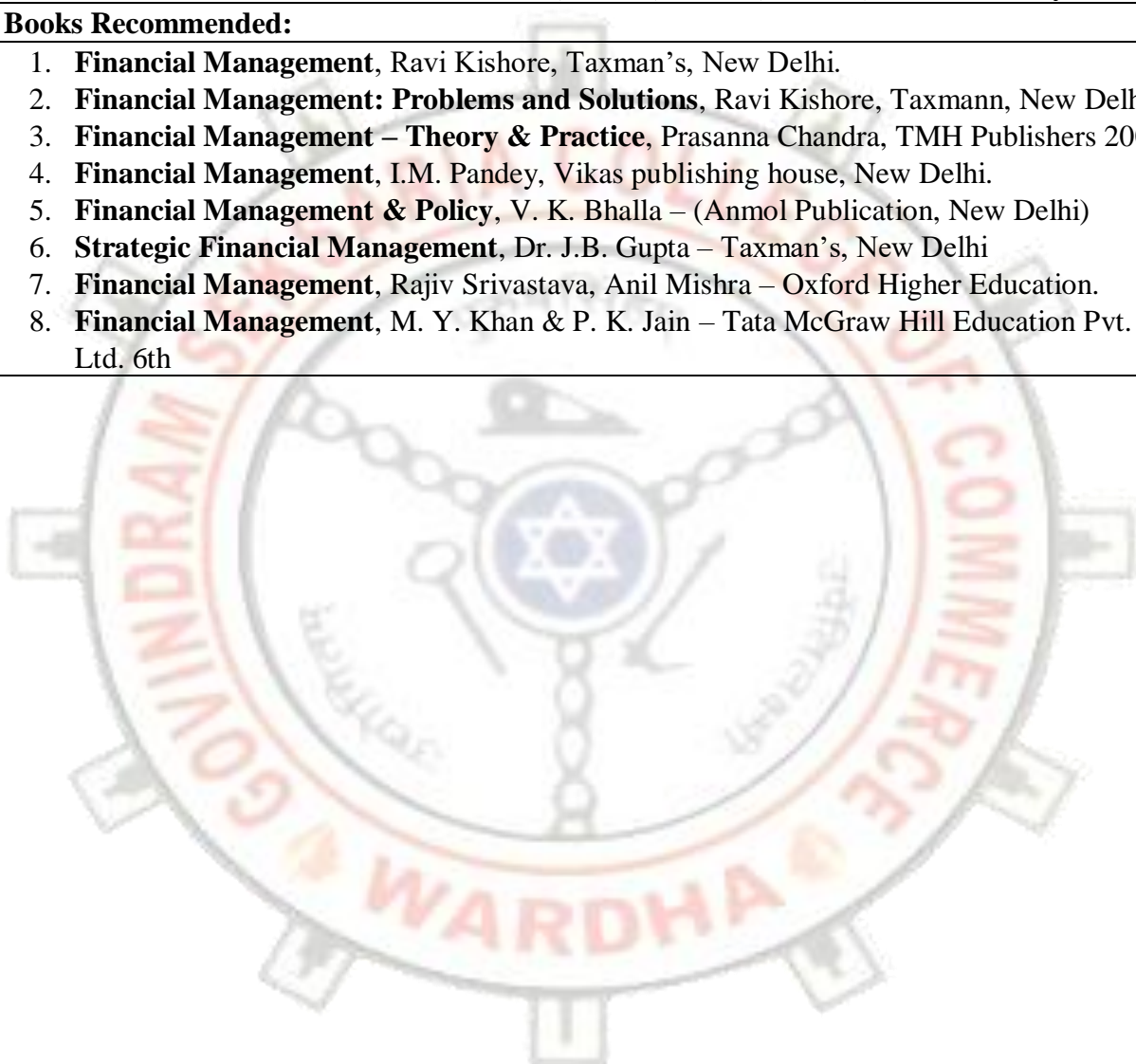


Shiksha Mandal's
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M.B.A.
Semester - III



MBCEFM03 Corporate Financial Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none">1. To analyze capital budgeting techniques such to make informed investment decisions and maximize the company's wealth.2. To evaluate the advantages and disadvantages of leasing and hire-purchase agreements, and recommend the most suitable option for a given corporate financing need.3. To apply various valuation methods, to determine the intrinsic value of a business entity and make informed decisions.4. To assess the impact of different dividend policies and recommend appropriate dividend strategies based on company performance and investor preferences.5. To analyze and evaluate mergers and acquisitions as strategic initiatives for corporate growth, and recommend appropriate merger and acquisition strategies6. To critically analyse the key components of international financial management & their role in corporate finance.			
Learning Outcomes: <p>After learning this subject, students will be able to:</p> <ol style="list-style-type: none">1. Analyze capital budgeting techniques to make informed investment decisions regarding long-term projects.2. Evaluate the pros & cons of leasing and hire-purchase agreements compared and recommend the most suitable option for a given business scenario.3. Apply various valuation methods, including discounted cash flow (DCF) analysis and comparable company analysis, to determine the intrinsic value of a business entity.4. Assess the impact of different dividend policies, such as stable dividend policy and residual dividend policy, on shareholder wealth and company valuation.5. Synthesize knowledge of financial, strategic, and legal considerations to analyze and evaluate mergers and acquisitions as a growth strategy for corporations.6. Describe the functions and key components of international financial markets, their role.			
Unit	Content		
I	Capital Budgeting: Meaning, Importance of capital budgeting decision, types of decision and evaluation Techniques, Nature of Investment Decisions, Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting, Rate of Return (ARR) – NPV and IRR comparison.		
II	Leasing, Hire-Purchase: Types of leases, rationale for leasing, Mechanics of leasing, operating lease, leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase.		
III	Valuation of Business: Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method.		
IV	Dividend Policies: Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-		

	Miller models, Stability of dividends – concept and significance, Case Study – Dividend policy of Tata Group.
V	Mergers & Acquisitions and Contemporary issues in Financial Management: M&A – Exchange ratio, financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
VI	Components of Financial Management: Public offerings: IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Carbon Credit, Balanced score card, Promissory notes, GDR, ADR, ECB, Indian Depository Receipts & Hundi.
NB: Numerical & cases shall be based on Unit I, Unit II, Unit III, Unit IV, and Unit V only.	
Books Recommended:	
<ol style="list-style-type: none"> 1. Financial Management, Ravi Kishore, Taxman's, New Delhi. 2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi 3. Financial Management – Theory & Practice, Prasanna Chandra, TMH Publishers 2004 4. Financial Management, I.M. Pandey, Vikas publishing house, New Delhi. 5. Financial Management & Policy, V. K. Bhalla – (Anmol Publication, New Delhi) 6. Strategic Financial Management, Dr. J.B. Gupta – Taxman's, New Delhi 7. Financial Management, Rajiv Srivastava, Anil Mishra – Oxford Higher Education. 8. Financial Management, M. Y. Khan & P. K. Jain – Tata McGraw Hill Education Pvt. Ltd. 6th 	



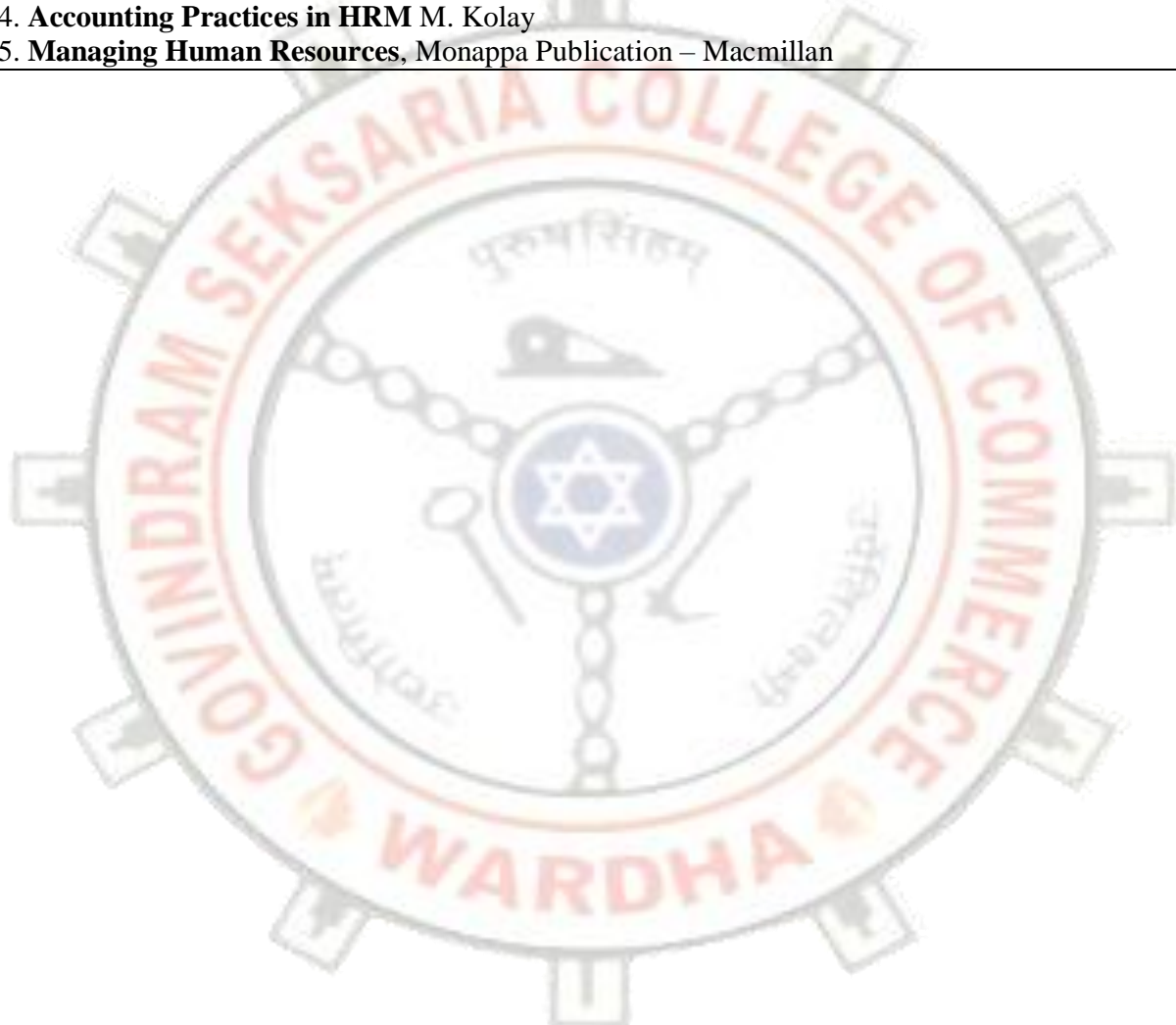


Shiksha Mandal's
G. S. College of Commerce, Wardha
(Autonomous)
M.B.A.
Semester - III



MBCEHRM01 Performance Management & Compensation			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: <ol style="list-style-type: none">1. To develop an understanding of practices followed in performance management with reference to learning theories.2. To develop a clear understanding of goal setting and performance planning to achieve the performance target with respect to performance appraisal.3. To Analyze the traditional as well as modern performance measurement method and selection of best method for performance appraisal.4. To select the best monetary and non-monetary reward on the basis of performance.5. To Understand the concept of competency in performance management with respect to leadership.6. To choose the best compensation strategy for employees according to current trend.			
Learning Outcomes: <p>After learning this subject, students will be able to:</p> <ol style="list-style-type: none">1. Understand the concept of performance management with reference to learning theories.2. Understand the goal setting and performance planning to achieve the performance target with respect to performance appraisal.3. Analyze the traditional as well as modern performance measurement method for performance appraisal.4. Evaluate the performance by reward management.5. Understand the concept of competency in performance management with respect to leadership.6. Create compensation strategy for employees according to current trend.			
Unit	Content		
I	PERFORMANCE MANAGEMENT: Concepts, Objectives, Scope & Significance, Challenges- Theoretical Foundations of Performance Management, Learning Theories- Motivation Theories, Performance monitoring & coaching, performance measurement, Performance Management Systems- Case Study.		
II	GOAL SETTING AND PERFORMANCE TARGETS: Performance Planning, Linking individual & team goals to organizational goals. Performance analysis- Objectives, factors influencing performance analysis, performance areas, key performance indicators. Performance Appraisal- Meaning, Methods & approaches, Traditional methods- appraisal, Performance management cycle.		
III	PERFORMANCE MEASUREMENT: Modern methods of performance appraisal, 360-degree appraisal, BARS, Self-appraisal, assessment centres, Performance reviews, Coaching & Counselling, Performance Management in manufacturing, Services and IT sector, Strategies for improving performance, balanced score card, HR Score Card.		
IV	REWARD MANAGEMENT: Rewards in performance management, Theoretical Foundations of reward-based performance management, factors influencing reward system, reward-based performance strategy, non-monetary rewards, Linking performance and reward, Case Studies.		
V	COMPETENCY MANAGEMENT:		

	Definition, importance and scope of Competency Management, competency-based performance management, Leadership in performance management, Theoretical foundations of Leadership in performance management, Leadership Based performance strategy, Case Study.
VI	COMPENSATION: Concepts & principles of compensation, influencing factors, Current trends, methods of payment, compensation mechanisms, Wage & Salary administration-concept, wage structure, policies, determinants, incentive payment system, Welfare management, understanding salary slip.
Books Recommended:	
1. Human Resource Management , Snell / Bohlander Publication – Thomson 2. Compensation, Milkovich & Neman , 8th edition. Publication – McGraw –Hill 3. Human Resource Management , Gary Dessler Publication – Thomson 4. Accounting Practices in HRM M. Kolay 5. Managing Human Resources , Monappa Publication – Macmillan	



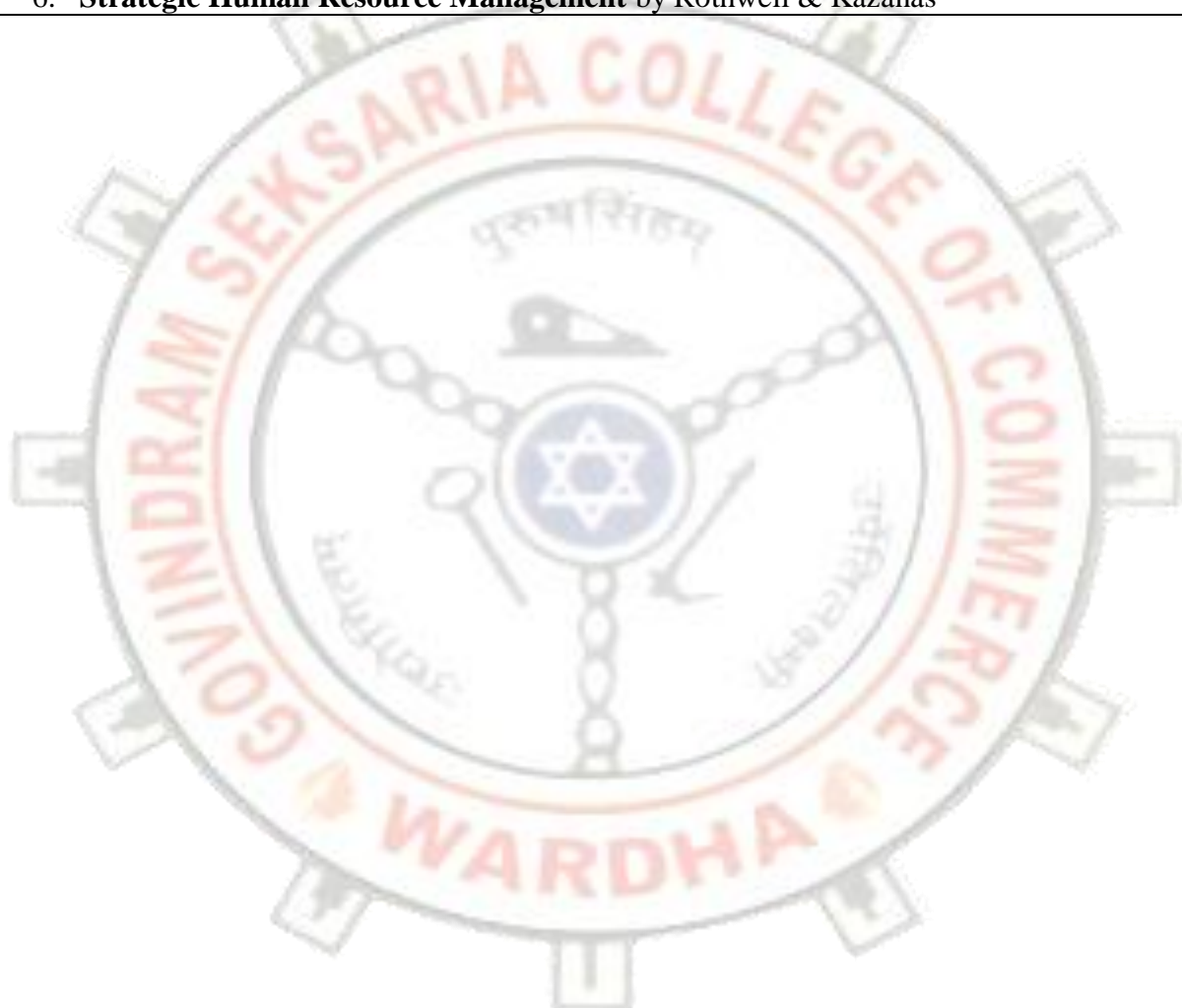


Shiksha Mandal's
G. S. College of Commerce, Wardha
(Autonomous)
M.B.A.
Semester - III



MBCEHRM02 Strategic Human Resources Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: 1. Develop an understanding of Strategic Human Resource Management (SHRM) concepts, including its definition, significance, and objectives. 2. Explore the strategic role of HR in acquiring, retaining, and developing talent in alignment with organizational goals.			
Learning Outcomes: Upon completion, students will be able to demonstrate proficiency in strategic HRM by effectively aligning HR strategies with organizational goals, implementing innovative talent acquisition and retention strategies, and navigating the human aspects of strategic implementation to foster organizational success.			
Unit	Content		
I	Strategic approach to HRM- Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.		
II	Human Resource Environment & Trends – Technology and Structure: Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff, demographic changes, temporary and contract labours, employee leasing, dual-career couples, work life balance, down-sizing. Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards.		
III	Acquiring HR - Strategic role of HRP: developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency-based approach to selection. Retentions: Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee involvement, autonomous work teams		
IV	Training & Development Strategies- Planning and strategizing training, Executive education, creating learning organizations, linkage between business strategy and training, need based training, Career Management		
V	Performance & Compensation Strategies- Defining KRA's, linking performance to pay- merit and reward-based promotions, project/process-based promotions, competency-based performance, team or group appraisals, approaches to measuring managerial performance, Pay for Performance approach, team/ group performance-based pay, Competency based pay-skill based pay, trends in top-level executive		

	compensation
VI	<p>Separations strategy- Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept</p> <p>Human Aspect of strategic implementation: Behavioural issues in strategic implementation, matching culture with strategy, mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics.</p>
Books Recommended:	
<ol style="list-style-type: none"> 1. Strategic Human Resource Management by Jeffery A Mello 2. Strategic Human Resource Management by Tanuja Agarwala 3. Strategic Human Resource Management by Charles R Greer 4. Strategic Human Resource Management by Michael Armstrong 5. Strategic Human Resource Management by Mabey, Salaman and Storey 6. Strategic Human Resource Management by Rothwell & Kazanas 	



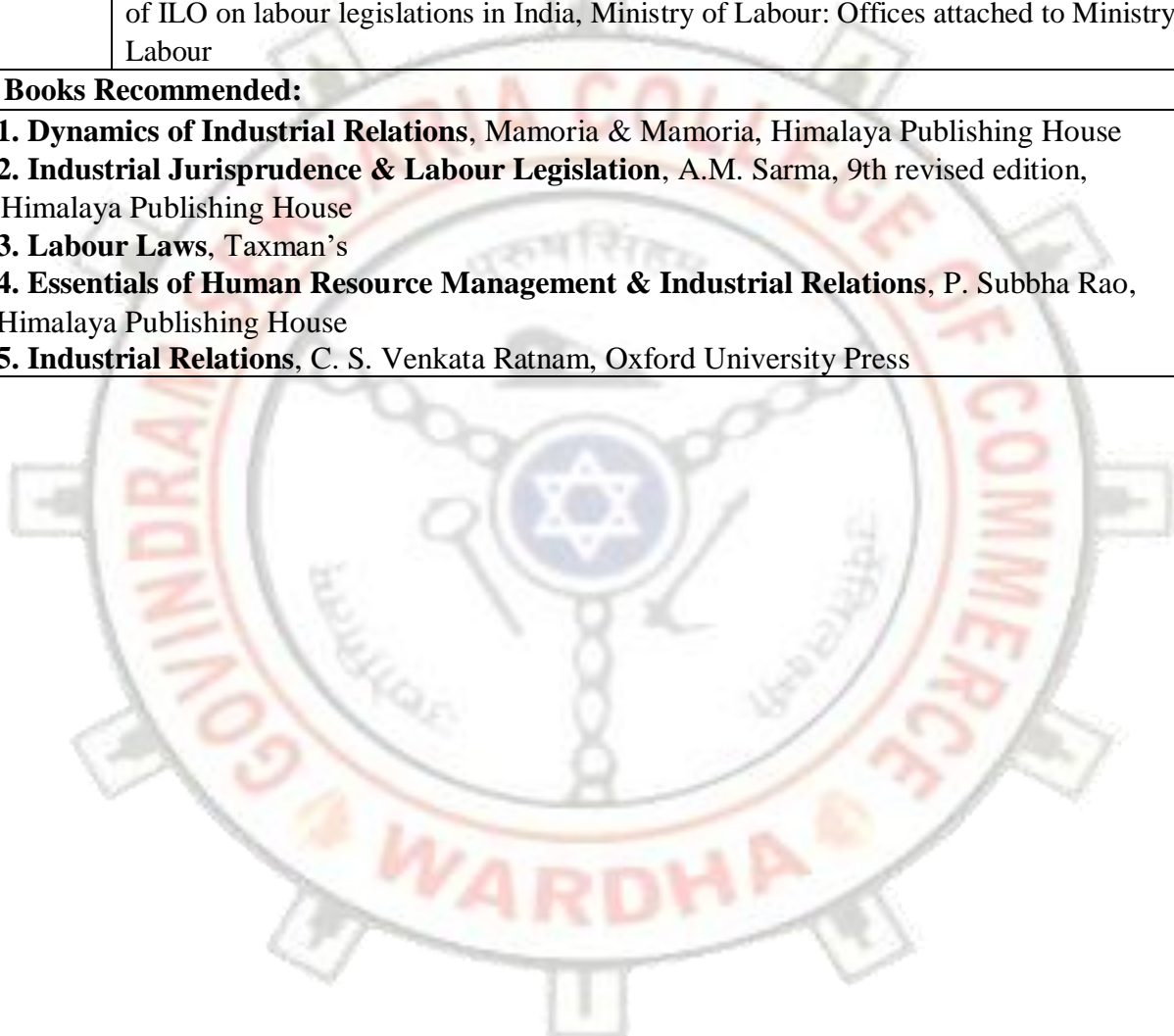


Shiksha Mandal's
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(Autonomous)
M.B.A.
Semester - III



MBCEHRM03 Industrial Relations & Labour Laws			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Core Elective
Objective: 1. To understand the concepts, legislations relating to Social Security Measures, Wages and Industrial Relations, Trade Unions and Employment Conditions. 2. To understand Industrial Relations and Grievance Redressal Procedures.			
Learning Outcomes: Students will be able to elaborate the concept of Industrial Relations. The students will be able to illustrate the role of trade union in the industrial setup. Students will be able to outline the important causes & impact of industrial disputes. Students will be able to elaborate Industrial Dispute settlement procedures.			
Unit	Content		
I	Industrial Relations & Democracy - Definition and concept of industrial relation, scope, objectives, factors affecting industrial relations, approaches to industrial relations, importance of industrial relations (A) Collective Bargaining: definition, importance, types, prerequisites of effective collective Bargaining and Collective Bargaining in India; (B) Workers Participation: Concept, aims and objectives, importance, forms of participation, conditions essential for working of the scheme.		
II	Grievances & Disputes - meaning and causes, grievance redressal procedure, Industrial Disputes- causes of industrial disputes, concept of strike and lockout, authorities for settlement of industrial dispute namely works committee, Conciliation Officer, Conciliation Board, court of Enquiry, Labor Court, Industrial Tribunal, National Tribunal, grievance settlement authority as per Industrial Disputes Act-1974 Industrial peace-measures and significance of peace and harmony to industrial productivity and progress		
III	Code on wages 2019- Minimum wages: Concept, fixation of minimum wages, Procedure for fixing and revising minimum wages; Payment of wages: concept, mode of payment of wages, deductions which can be made from wages Payment of Bonus: eligibility for bonus, disqualification for bonus, minimum and maximum bonus, available surplus, allocable surplus, set on and set off of allocable surplus, Time limit for payment of bonus.		
IV	Occupational Safety, Health, and Working Conditions Code, 2020: Introduction to OSH Code, 2020 – Overview, objectives, scope, and consolidation of labor laws. Key Provisions – Employer responsibilities, employee rights, working conditions, and special provisions for contract/migrant workers. Workplace Safety and Welfare Measures – Occupational health standards, hazardous work regulations, and welfare facilities. Compliance and Enforcement – Inspection mechanisms, digital compliance, penalties, and the role of trade unions. Impact and Challenges – Benefits, implementation challenges, comparative analysis, and industry case studies.		

V	<p>Labour Welfare and Social Security Meaning and objectives of labour welfare, theories of labour welfare, welfare officer in Indian industry, qualification and role of welfare officers. Workmen's Compensation Act: Object, definition of employer and employee, partial disablement and total disablement, employer's liability for compensation. Payment of Gratuity act: Concept, Scope and application of the act, Provisions relating to payment of gratuity, nomination, Employers duty to pay gratuity. Case Studies on Workmen's Compensation & Gratuity, Labour Welfare & HRM Strategies in Multinational Companies</p>
VI	<p>Labour Legislations & ILO–Need of labour legislation, principles of labour legislation, labour legislation and the Constitution of India, Conventions and recommendations of ILO ILO: structure, main bodies of ILO, objectives and functions of ILO, importance, impact of ILO on labour legislations in India, Ministry of Labour: Offices attached to Ministry of Labour</p>
Books Recommended:	
<p>1. Dynamics of Industrial Relations, Mamoria & Mamoria, Himalaya Publishing House 2. Industrial Jurisprudence & Labour Legislation, A.M. Sarma, 9th revised edition, Himalaya Publishing House 3. Labour Laws, Taxman's 4. Essentials of Human Resource Management & Industrial Relations, P. Subbha Rao, Himalaya Publishing House 5. Industrial Relations, C. S. Venkata Ratnam, Oxford University Press</p>	





Shiksha Mandal's
G. S. College of Commerce, Wardha
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M.B.A.
Semester - III



MBCMPEBA01 RDBMS & SQL			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To Understand the Fundamentals of DBMS and SQL. 2. To gain skills in designing efficient database schemas using normalization techniques and Entity-Relationship (E/R) modeling to ensure data integrity and minimize redundancy. 3. To develop practical SQL skills to perform data manipulation, queries, and database administration tasks, including creating, updating, and managing database structures. 4. To Gain proficiency in advanced SQL operations, including using various operators, functions, joins, and sub queries to solve complex data retrieval and manipulation problems.			
Learning Outcomes: At the end of the course, the students will be able to: 1. Understand the basic concepts and the applications of database systems. 2. Write SQL queries to retrieve specific data from a database based on given criteria. 3. Analyze and troubleshoot errors in SQL queries. 4. Design and implement complex database queries involving joins and sub queries.			
Unit	Content		
I	Introduction to DBMS: Overview of DBMS, Need for DBMS, File Management System, FMS versus DBMS, DBMS models, Database System Architecture, Types of Databases		
II	Relational Model, Language and System Introduction and terminologies related to Relational Model, Tabular Representation of Data, Types of Keys, Relational Integrity Rule, Codd’s Rules, views and their purpose, Normalization and Normal Form, Entity/Relationship(E/R) Modelling		
III	SQL Brief introduction to SQL, Components of SQL, and Data types in SQL, Installing MySQL/Oracle SQL, Creating Table,		
IV	SQL Operator Arithmetic Operators, Relational/Comparison Operators, Logical Operators, Special Comparison (IN, NOT IN, BETWEEN AND, NOT BETWEEN AND, LIKE, NOT LIKE etc), Set Operators		
V	Aggregate Functions, Updating and deleting data in Existing Table (DML), Data Control Language (DCL), Built in Functions, Clauses, Analytical Queries		
VI	Understanding Joins, Types of Joins, (SUB QUERIES / NESTED QUERIES) Sub queries & its types, Constraints, Naming the Constraints, ALTER Command		
Books Recommended: 1. Introduction to Database Management Systems: Atul Kahate. (Eds.) (2004) 2. SQL & PL/SQL for Oracle 11g Black Book: Dr. P S Deshpande (2011) 3. Introduction to Database Systems, C. J. Date, Pearson Education 4. SQL The Complete Reference: James Groff , Paul Weinberg , Andy Oppel, 3 RD Edition 5. Database systems, 6th edition, Ramez Elmasri, Shamkant B. Navathe, Pearson Education			





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



MBCMPEBA02 Data Mining & Warehousing			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To understand the principles of Data warehousing and Data Mining. 2. To be familiar with the Data warehouse architecture and its Implementation. 3. To know the Architecture of a Data Mining system. 4. To understand the various Data preprocessing Methods. 5. To perform classification and prediction of data.			
Learning Outcomes: At the end of this course students will be able to: 1. Understand warehousing architectures and tools for systematically organizing large database and use their data to make strategic decisions. 2. Apply KDD process for finding interesting pattern from warehouse. 3. Analyze the kinds of patterns that can be discovered by association rule mining. 4. Evaluate interesting patterns from large amounts of data to analyze for predictions and classification. 5. Design suitable methods for data mining and analysis.			
Unit	Content		
I	Data Warehousing: Introduction to data warehousing- Data warehousing components, building a data warehouse, Difference between database system and data warehouse, Data warehouse architecture-3 Tier architecture, Warehouse schema design, Data extraction, Cleanup & transformation tools, multi-dimensional data model, Data cubes- Stars, Snowflakes, Fact constellations, Concept hierarchy, online analytical processing- Typical OLAP operations.		
II	Data Mining: Introduction of data mining - Definition and functionalities, Classification of DM systems, DM task primitives, Integration of a data mining system with a database and data warehouse - Issues in DM, KDD process.		
III	Data Preprocessing: Data Pre-processing, Data cleaning, Data integration and transformation, Data reduction, Discretization and concept hierarchy generation, Data mining primitives, Languages and system architectures, Concept description: Characterization and comparison, Analytical characterization, Mining class comparison.		
IV	Association Rules: Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIORI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set- Maximal Frequent Item Set, Closed Frequent Item Set.		
V	Classification: Problem Definition, General Approaches to solving a classification problem, Evaluation of Classifiers, Classification techniques, Decision Trees-Decision tree Construction, Methods for Expressing attribute test conditions, Measures for		

	Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbor classification-Algorithm and Characteristics.
VI	Clustering: Cluster analysis, Basic issues, Clustering using partitioning methods, Hierarchical methods, Density based methods, Grid based methods and model based methods, Algorithms for outlier analysis.
Books Recommended:	
<ol style="list-style-type: none"> 1. Jiawei Han and Micheline Kamber: “Data Mining Concepts and Techniques”, 3rd Edition, Elsevier, 2012. 2. Arun K. Pujari, "Data Mining", University Press. 3. Paulraj Ponnian, “Data Warehousing Fundamentals”, John Willey. 4. The Data Ware House Life Cycle Toolkit- Ralph Kimball, Wiley Student Edition. 5. Data Mining, Vikaram Pudi, P Radha Krishna, Oxford University 	





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M.B.A.
Semester - III



MBCMPEBA03 Data Visualisation Tools for Analytics			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: <ol style="list-style-type: none">1. Understanding the importance of data visualization.2. Gain hands-on experience with Power BI intuitive interface, data modeling, and visualization features.3. Design dashboards that tell a compelling story, highlighting key metrics and trends.4. Learn how to connect Power BI to various data sources, including spreadsheets, and databases.5. Apply data visualization skills to real-world business scenarios, improving decision-making processes.			
Learning Outcomes: <p>At the end of the course, the students will:</p> <ol style="list-style-type: none">1. Gain a comprehensive understanding of the importance and principles of data visualization.2. Be able to develop proficiency in using Power BI for data visualization, including navigating the interface and connecting to various data sources.3. Be able to create and manage data models, including establishing relationships between tables and implementing best practices.4. Build interactive and user-friendly dashboards that allow for data exploration and insights.5. Apply basic and advanced DAX functions to create calculated tables and columns.6. Be able to share and collaborate on reports, ensuring proper permissions and security settings.			
Unit	Content		
I	Introduction to Data Visualization - The role of data visualization in data analysis and communication, Types of data visualizations (e.g., charts, graphs, maps), Data visualization tools and software, Overview of popular data visualization tools and software (e.g., Tableau, Excel, Power BI), Features and capabilities of selected tools		
II	Introduction to Power BI for Data Visualization: Overview of Power BI and its components, Installation and setup of Power BI Desktop, Navigating the Power BI interface, Connecting to data sources in Power BI, Basic data visualization capabilities in Power BI.		
III	Data Transformation and Modelling in Power BI: Understanding Power Query Editor, Data cleaning and transformation techniques, Creating relationships between tables, Data modelling best practices, Calculated columns and measures.		
IV	Creating Visualizations in Power BI: Overview of visualization types in Power BI, customizing visualizations (formatting, colours, labels, etc.), Creating interactive dashboards, Using slicers, filters, and drill-through features, advanced visualization techniques.		
V	Advanced DAX (Data Analysis Expressions) in Power BI: Introduction to DAX, Basic and advanced DAX functions, Creating calculated tables and columns, Time intelligence functions, Optimizing DAX performance.		

VI	Publishing and Sharing Reports in Power BI: Publishing reports to Power BI Service, setting up data refresh schedules, Sharing and collaborating on reports, Managing permissions and security, Power BI Mobile and Power BI Embedded.
Books Recommended:	
<ol style="list-style-type: none"> 1. Microsoft Power BI Dashboards Step by Step by Errin O'Connor, 1st Edition 2. Microsoft Power BI Quick Start Guide by Devin Knight, 2nd Edition 3. Mastering Microsoft Power BI by Brett Powell, 1st Edition 4. The Definitive Guide to DAX: Business Intelligence with Microsoft Excel, SQL Server Analysis Services, and Power BI by Marco Russo, 2nd Edition. 5. Pro Power BI Desktop by Adam Aspin, 1st Edition 	





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



MBCMPEOM01 Logistics & Supply Chain Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: <ol style="list-style-type: none">1. To understand the drivers and components of supply chain management.2. To select proper mode of transportation for supply chain management.3. To understand the role of inventory management and costing associated with supply chain management.4. To create framework for network design model for supply chain management.5. To analyse advanced fleet management system in supply chain management.6. To evaluate emerging technologies in supply chain management.			
Learning Outcomes: <p>After learning this subject, students will be able to</p> <ol style="list-style-type: none">1. Understand the fundamentals of logistics and supply chain management.2. Discover the supply chain requirement as per the resources available by identifying the non-value-added services within the supply chain.3. Examine factors to select proper mode of transportation in logistics & supply chain management.4. Analyze costs associated with logistics and supply chain management.5. Design effective distribution network for an organization.6. Estimate the role of IT in supply chain management.			
Unit	Content		
I	Logistics Management: Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, in process Logistics, Outbound Logistics, Logistical Competency, Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment. Supply Chain Management: Concept, objectives & importance, Decision Phases in a Supply Chain, Competitive and Supply Chain Strategies, Drivers of Supply Chain Performance, Framework for Structuring Drivers, competitive advantages through supply chain management.		
II	Elements of Logistics Mix Transportation, Warehousing & Packaging: Introduction, Principles and Participants in Transportation, Factors Influencing Transportation Decisions, Modes of Transportation - Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure. Supply Chain Network: Designing Distribution Networks and Applications to Business: Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-supply chain, factors influencing network design decisions, Concept of Reverse logistics, Bullwhip effect in SCM.		
III	Inventory Management, Logistics Costing, Performance Management- Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical – EOQ and Reorder levels).		

	<p>Logistics Costing: Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing.</p> <p>Performance Measurement in Supply Chain: Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System.</p>
IV	<p>Framework for network design decisions, models for facility location and capacity allocation, Network Design in an Uncertain Environment: Impact of uncertainty on network design.</p> <p>Network Design in the Supply Chain: Network Design & Optimization Approach and Techniques Role of Transportation in Supply Chain- Factors influencing Transportation Decisions - Modes of Transportation - Transportation mode, Selection Process</p>
V	<p>Advanced Fleet Management System Inter Modal Freight Technology Transportation Security Initiatives and Role of Technology, Overview of Air cargo.</p> <p>Emerging technology in SCM: Emergence of e-commerce, Enterprise Resource Planning (ERP), RFID</p>
VI	<p>Logistics and supply chain management in the Global Environment: Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management.</p> <p>Information Technology in Logistics: Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System.</p>
Books Recommended:	
<ol style="list-style-type: none"> 1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition. 2. Supply Chain Management concepts and case, Rahul V Altekar, PHI, New Delhi. 3. Supply Chain Management, Robert B Handfield and Ernest L Nichols, PHI, New Delhi. 4. Logistics and Supply Chain Management - Cases and Concepts, G Raghuram & N Rangaraj, Mac Millan 	



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Semester - III



MBCMPEOM02 Operations Research			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: <ol style="list-style-type: none"> 1. To identify and articulate how operations research & management contributes to the achievement of an organization's strategic objectives. 2. To develop an understanding of the various concepts and limitations in network models in projects related to operations management. 			
Learning Outcomes: Students will be able to – <ol style="list-style-type: none"> 1. Formulate and solve problems as networks and graphs. 2. Develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems. 3. Solve the problems using special solution algorithms. 			
Unit	Content		
I	LPP-Resource Allocation - Introduction to Linear Programming Problems, Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions. Simplex method of solution		
II	LPP – Transportation & Assignment - Transportation: Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Optimization by Modified Distribution Method (MODI). Assignment: Formulation and Solution.		
III	Queuing Theory - Queuing model- Features and Elements, Static and Dynamic Arrivals, Single Server and Multiple Server Queues. Transition-rate diagrams, Kendall's Notation, Queuing Model [M/M/1: (?/FCFS)] Introduction to Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Simulation of Queuing		
IV	Replacement & Inventory models - Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered. Equipment Fail Suddenly (Group Replacement), Staff Replacement. Inventory Models with Probabilistic and Deterministic Demand. Classic EOQ, EOQ with bulk purchasing, Simulation on Inventory System.		
V	PERT/CPM - Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats). Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM. Limitations and Difficulties in Network Methods.		
VI	Game Theory - Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method, Algebraic Method, Arithmetic Method, Method of Matrices. Sequencing - Introduction, Terminology & Assumptions, Processing 'n' jobs through 2, 3 and 'm' machines. Idle time minimization through sequencing models.		

Books Recommended:

1. **Introduction to Operations Research**, Hillier & Liberman – McGraw Hill
2. **Quantitative Techniques in Management**, N. D. Vohra – Tata McGraw Hill
3. **Operations Research**, Paneerselvam – Prentice Hall of India
4. **Operations Research**, J. K. Sharma – McMillan
5. **Operations Research**, Hira and Gupta – S. Chand & Co.
6. **Operations Research**, V.K. Kapoor – Sultan Chand & Sons, New Delhi





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Semester - III



MBCMPEOM03 Total Quality Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: <ol style="list-style-type: none">1. To understand the concept of quality management and utilize various quality philosophies.2. To develop an understanding regarding the various TQM principles for quality improvement.3. To summarize various SPC tools to improve process quality.4. To understand and apply various TQM tools to extend quality in business.5. To apply Japanese set of quality improvement systems.6. To understand the concept of business process reengineering in modern business world.			
Learning Outcomes: <p>After learning this subject, student will be able to:</p> <ol style="list-style-type: none">1. Understand the concept of Quality & its importance in today's competitive environment.2. Develop the meaning and Principles of the TQM.3. Apply the tools of TQM in business processes.4. Analyse the Techniques of Quality Management required for quality improvements.5. Evaluate appropriate SPC tools to improve process quality.6. Discover the concepts of Business Process Re-engineering.			
Unit	Content		
I	Understanding Quality and Quality Philosophies - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi		
II	TQM Principles – Concept, Advantages, Disadvantages and Guiding Principles of TQM, Managerial Perspective to TQM, Role of Leadership in TQM, Case Studies of Successful TQM applications		
III	Statistical Process Control (SPC) and Other Quality Improvement Techniques – Process Control Charts, Control Charts for variables and attributes, Pareto Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams, Histogram & Flowchart		
IV	TQM Tools - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Taguchi's Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA		
V	Quality Improvement Systems - Kaizen, Lean, Poka-Yoke, 5S, 3M, zero defect, KANBAN, Quality Circles, Value Analysis and Value Engineering, Concept of six sigma		
VI	Business Process Reengineering – Concept, Need, Importance and Principles of BPR, Role of BPR in the Modern business world, TQM and BPR relationship, BPR in USA, Europe, India		

Books Recommended:

1. **Total Quality Management**, Dale H. Besterfield, et al., Pearson Education Asia, 1999. Indian reprint 2002
2. **The Management and Control of Quality**, James R. Evans & William M. Lindsay, 5th Edition, South Western Thomson Learning, 2002 ISBN 0-324-06680-5.
3. **Total Quality Management**, Feigenbaum, McGraw-Hill, 1991
4. **Total Quality Management**, Poornima M. Charantimath, 2nd Edition, Pearson





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Semester - III



MBCMPESSM01 Banking & Insurance Services			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To understand the basic functioning of bank and the various concepts involved in banking. 2. To understand the concept, significance and functioning of insurance industry.			
Learning Outcomes: Students will understand banking and Insurance sectors which mobilize funds in the economy. Students will be versed with study of the sector: its structure, operations, functions, instruments, regulations and other roles. Students will accumulate knowledge to understand the changing national and global banking and insurance operations, technology and paradigm shift in the sector.			
Unit	Content		
I	Banking Services -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Introduction to Banking services, Types of customers, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance.		
II	Basics of bank Lending: Principles of Lending, Basics of Loan Appraisal, Credit decision making and Review, Types of Advances, Management of Non-Performing Assets.		
III	Concept of PLR, Base rate; Customer relationship management, Ombudsmen, New trends in banking		
IV	Insurance Services – Concept of insurance, principles of insurance. IRDA: powers and functions; Basics of Life Insurance: Principles in Life Insurance Contract, Title and claims.		
V	Role and functions of life insurance policies, life insurance products- proposal, policy and documents, types of life insurance products.		
VI	General Insurance: Principles in General Insurance Contracts, Essentials of general insurance policies, general terms and conditions documentations, underwriting; Types of general insurance products, claims procedure.		
Books Recommended:			
1. Commercial Banking in India , NCFM reference material 2. Essentials of financial services , Dr S. Gurusamy, Mc-Graw Hill 3. Manual of Insurance Laws , Bharat Publication Private limited 4. Insurance Manual , Taxmann Publication Private Limited 5. Principles of Insurance Law , M. N. Srinivasan, Wadhwa & Co			



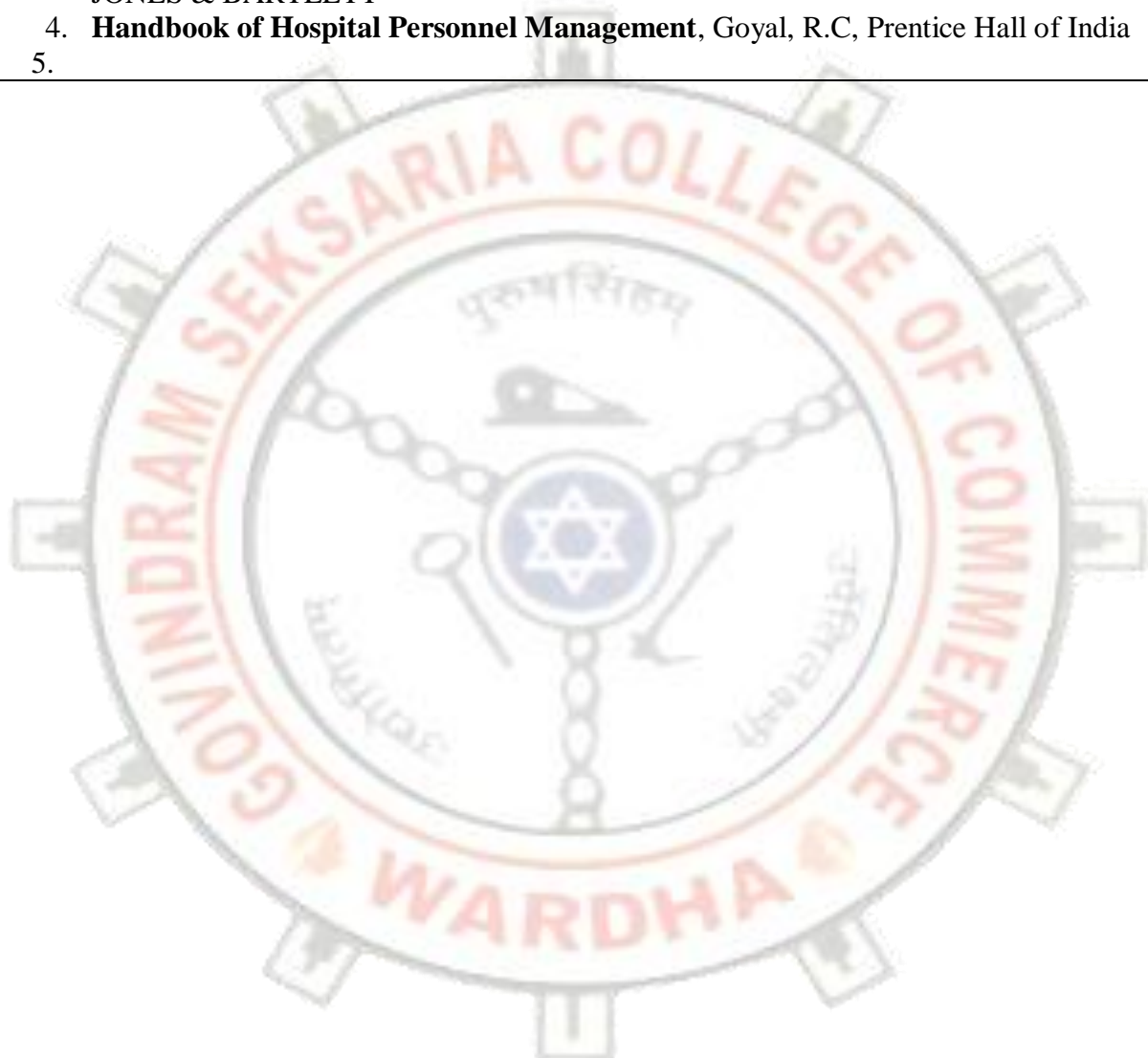
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M.B.A.
Semester - III



MBCMPPESSM02 Healthcare Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: <ol style="list-style-type: none"> 1. To understand the conceptual framework of Social Welfare, Social policy, Family welfare services Health Policy formulation and different sectorial issues. 2. To apply the various concepts involved in the issues relating to Healthcare and social development. 3. To analyse and create awareness of social welfare and factors relating to health policy formulations. 4. To analyse the concept of Health Care Planning and Health care system. 5. To examine and impart the basic knowledge to the students about Environmental Health Care Management and Safety Management. 6. To evaluate the concept of Hazardous Waste Management. 			
Learning Outcomes: <ol style="list-style-type: none"> 1. Understand and recall the conceptual framework of Social and Family Welfare, Health Policy formulation and different sectorial issues. 2. Apply the implications of issues relating to Healthcare and social development. 3. Analyse the various factors relating to health policy formulations. 4. Analyse and examine the concept of Health Care Planning and Health care system. 5. Examine the concepts of Environmental Health Care Management. 6. Evaluate the concept of Hazardous Waste Management. 			
Unit	Content		
I	Social Welfare, Social policy, Factors in Social Policy: Situational, Structural, Ideological and Environmental, Health Policy formulation: Factors, Determinants and other sectorial issues. Health & Family welfare services.		
II	Health care and social development Concept. Relationship between health care and social development. Components of healthcare. Health care system issues and challenges. Indicators of health. Health service indicator. Mortality indicators, Morbidity indicators, Demographic Indicator, Immunization Indicator, Fundamentals of Healthcare Administration.		
III	National health policy: Review of different committees. Objectives of National health policy Health policy: Input, Output and Performance; Role of Private and Voluntary groups, Role of national and international agencies. Health and Social Policy: International Perspective.		
IV	Concept of Health Care Planning, Health Expenditures, Hospitals as a Health Care Delivery System, Micro and macro-Environment of Health care system. Dimensions of Health Care Management. Scope of Healthcare Management, Management and healthcare system in India.		
V	Environmental Health Care Management: Concept and its objectives, Importance and Scope of Environmental Health Care Management, Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster		

	Planning; Safety Management, Patients and Personnel Safety, Fire Safety, General Sanitation.
VI	Hazardous Waste Management ; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution, Legal and Social Aspects of Waste Management; Trends and Practices. Pollution Prevention and Waste Minimization.
Books Recommended:	
<ol style="list-style-type: none"> 1. Healthcare Management by Anam Faruqi 2. Healthcare Management by Ruchi Singh & Diksha Sharma 3. Introduction to Health Care Management 4Th Edition by Sharon B. Buchbinder, JONES & BARTLETT 4. Handbook of Hospital Personnel Management, Goyal, R.C, Prentice Hall of India 5. 	



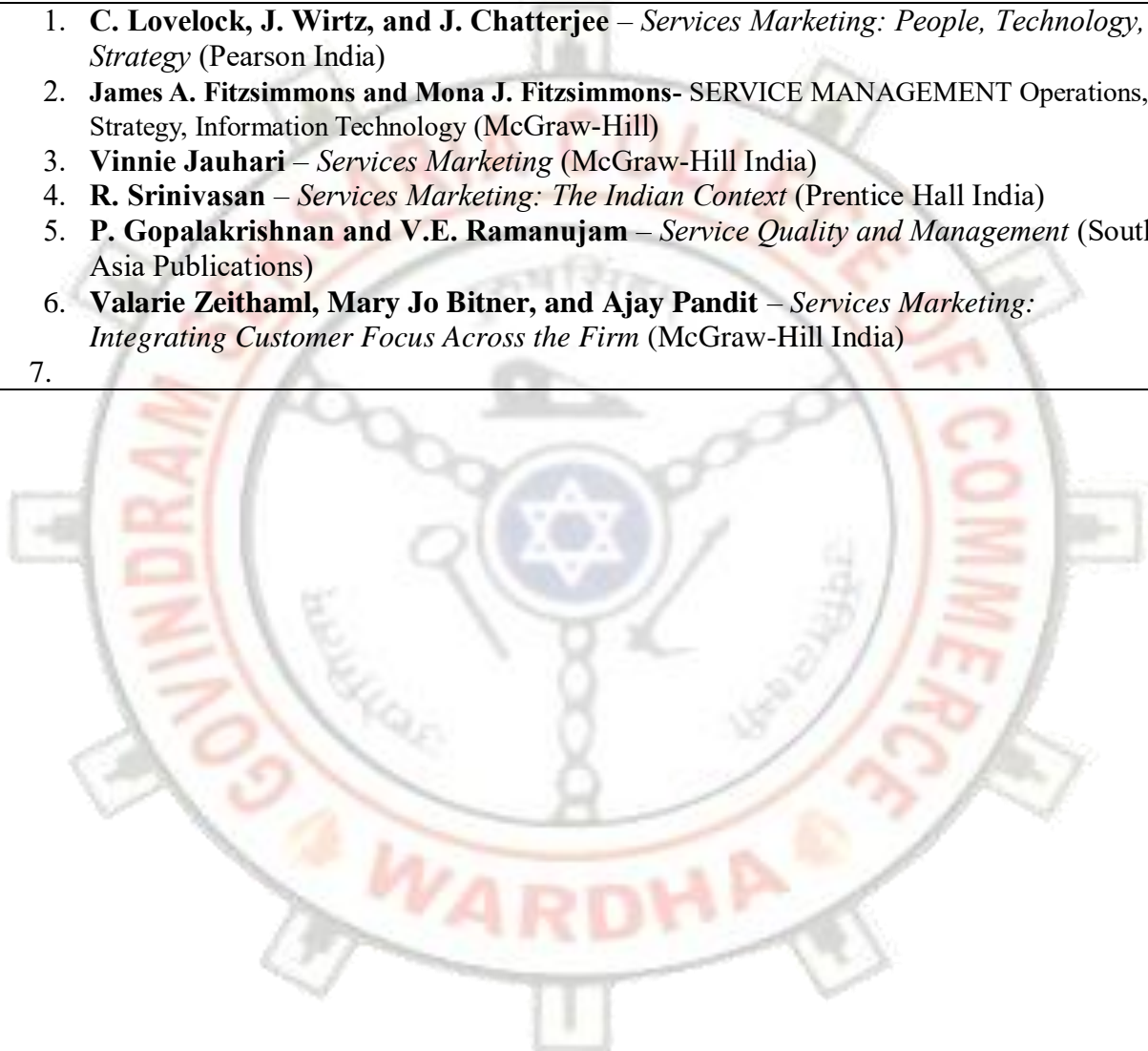


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Semester - III



MBCMPRESSM03 Service Management, Operations, Strategy, Information Technology			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To understand the basic functioning of service sector and the various concepts involved in service sector. 2. To understand the process and functioning of service industry.			
Learning Outcomes: 1. Understand the role of services in economic growth, including their impact on India's GDP and employment. 2. Analyze the influence of technology, automation, and e-commerce on service sector operations. 3. Evaluate service quality using measurement tools, gap analysis, and service recovery strategies. 4. Apply process improvement techniques like Six Sigma, Lean Services, and statistical process control. 5. Develop strategies for managing service operations, capacity, demand, and workforce efficiency.			
Unit	Content		
I	UNDERSTANDING SERVICES: The Role of Services in an Economy, Service Definitions, Facilitating Role of Services in an Economy, Economic Evolution, Stages of Economic Development, Nature of the Service Sector Consumer Service Experience, Business Service Experience, Sources of Service Sector Growth		
II	TECHNOLOGY IN SERVICES: Technology in the Service, The Emergence of Self-Service, Automation in Services, The Internet as a Service Enabler, E-Commerce, Virtual versus Physical Services, E-Business Models, Economics of Scalability, Technological Innovation in Services		
III	SERVICE QUALITY: Defining Service Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, Incorporation of Quality in the Service Package, Cost of Quality, Statistical Process Control, Unconditional Service Guarantee, Service Recovery, Approaches to Service Recovery, Complaint Handling Policy, Stages in Quality Development		
IV	PROCESS IMPROVEMENT: Quality and Productivity Improvement Process, Foundations of Continuous Improvement, Plan-Do-Check-Act (PDCA) Cycle, Problem Solving Quality Tools for Analysis and Problem-Solving Check Sheet, Run Chart, Histogram, Pareto Chart, Flowchart, Cause-and-Effect Diagram, Scatter Diagram, Control Chart, Benchmarking, Improvement Programs, Personnel Programs for Quality Assurance, Deming's 14-Point Program, Baldrige National Quality Award, Six Sigma, Lean Service		

V	MANAGING SERVICE OPERATIONS: Managing Capacity and Demand, Generic Strategies of Level Capacity or Chase Demand, Strategies for Managing Demand, Customer-Induced Variability, Segmenting Demand, Offering Price Incentives, Promoting Off-Peak Demand, Developing Complementary Services, Reservation Systems and Overbooking.
VI	MANAGING SERVICE OPERATIONS: Strategies for Managing Capacity, Defining Service Capacity, Daily Work shift Scheduling, Weekly Work shift Scheduling with Days-Off Constraint, Increasing Customer Participation, Creating Adjustable Capacity, Sharing Capacity, Cross-Training Employees, Using Part-Time Employees, Scheduling Part-Time Tellers at a Drive-In Bank, Yield Management.
Books Recommended:	
<ol style="list-style-type: none"> 1. C. Lovelock, J. Wirtz, and J. Chatterjee – <i>Services Marketing: People, Technology, Strategy</i> (Pearson India) 2. James A. Fitzsimmons and Mona J. Fitzsimmons- <i>SERVICE MANAGEMENT Operations, Strategy, Information Technology</i> (McGraw-Hill) 3. Vinnie Jauhari – <i>Services Marketing</i> (McGraw-Hill India) 4. R. Srinivasan – <i>Services Marketing: The Indian Context</i> (Prentice Hall India) 5. P. Gopalakrishnan and V.E. Ramanujam – <i>Service Quality and Management</i> (South Asia Publications) 6. Valarie Zeithaml, Mary Jo Bitner, and Ajay Pandit – <i>Services Marketing: Integrating Customer Focus Across the Firm</i> (McGraw-Hill India) 7. 	





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Semester - IV



MBP02 Project Work			
Teaching Hours: 4	Total Credits: 4	Total Marks: 100	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.





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Semester - IV



MBCEMM04 Integrated Marketing Communications & 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 building for creating brand loyalty.6. 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 - IV



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: <p>After learning this subject, students will be able to:</p> <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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Semester - IV



MBCEHRM04 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	



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



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 Variables using 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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M.B.A.
Semester - IV



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. 5. 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 - IV



MBCMPPESSM04 Hospitality Management			
Teaching Hours: 04	Total Credits: 04	Total Marks: 80	Group: Complementary Elective
Objective: 1. To understand the overall working of hospitality 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, organization 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	

