



JSPM's
RAJARSHI SHAHU COLLEGE OF ENGINEERING
TATHAWADE, PUNE-33
(An Autonomous Institute Affiliated to
Savitribai Phule Pune University, Pune)



Structure and Syllabus
for
Master of Business Administration (MBA)
with
Minor in

- 1. Pharma and Healthcare Business Management**
OR
- 2. Rural and Agribusiness Management**
OR
- 3. Tourism and Hospitality Business Management**


w. e. f. Academic Year 2021-2022
to be implemented in 2022-2023 (Second Year)


(2019 Pattern)

Submitted to
Savitribai Phule Pune University, Pune

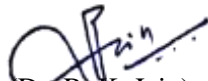
Forwarded with approval from
Board of Studies Master of Business Administration (MBA),
Academic Council, JSPM's Rajarshi Shahu College of Engineering, Pune.

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(Dr. Amey A. Choudhari)
Chairman, BOS of MBA


(Dr. R. B. Joshi)
Dean Academics




(Dr. R. K. Jain)
Director, RSCOE



Curriculum Specifications at Glance

Duration of MBA Course:	2 Years	(Full Time – Regular)
Total number of Semester:	4 Semesters	(<90 Days each)

Major Specializations* offered:		Minor Specializations# offered:	
1.	Marketing Management (MM)	1.	Pharma and Healthcare Business Management (PHBM)
2.	Financial Management (FM)	2.	Rural and Agribusiness Management (RABM)
3.	Human Resource Management (HR)	3.	Tourism and Hospitality Business Management (THBM)
4.	Information Technology and Business Analytics (ITBA)		
5.	International Business Management (IB)		
6.	Operations and Supply Chain Management (OSCM)		

- Student can opt only Major specialization (For 102 Credits) OR
- Student can opt Major + Minor Specialization (For 102 + additional 20 Credits)

Credit System for Major Specialization Only: for 102 Credits

Type	Sem- I	Sem- II	Sem- III	Sem- IV	Total Credits	Total Marks
Generic Core (GC) 3 Credits	6	5	2	2	45	1500
Generic Elective (GE) 2 Credits	2	2	--	--	8	200
Specialization Core (SC) 3 Credits	--	1	3	3	21	700
Specialization Elective (SE) 2 Credits	--	--	2	2	8	200
Audit Course	2	2	2	2	--	--
Alternate Study Credit Course(ASCC) 2Credits	1	1	1	1	8	200
SIP/Dissertation: 6 Credits	--	--	1	1	12	400
Total Credits and Marks:	24	24	27	27	102	3200

Credit System for Major* + Minor# Specialization: for 102 + 20 = 122 Credits

Type	Sem- I	Sem- II	Sem- III	Sem- IV	Total Credits	Total Marks
Generic Core (GC) 3 Credits	6	5	2	2	45	1500
Generic Elective (GE) 2 Credits	2	2	--	--	8	200
Specialization Core (SC) 3 Credits	--	1*	3* 2#	3* 2#	21	700
Specialization Elective / Subjects (SE) 2 Credits	--	--	2* 2#	2* 2#	8	200
Audit Course	2	2	2	2	--	--
Alternate Study Credit Course(ASCC) 2Credits	1	1	1	1	8	200
SIP/Dissertation: 6 Credits	--	--	1	1	12	400
Total Credits and Marks:	24	24	27+10	27+10	102+20	4800

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Major only Specialization :

Student has to earn 3 Credits (1 Subject) in Semester – II, 9 Credits (3 Subjects) in Semester – III and 9 Credits (3 Subjects) in Semester – IV from “Specialization Core” Subjects and 4 Credits (2 Subjects) in Semester – III, 4 Credits (2 Subjects) in Semester – IV (total 4 Subjects) from “Specialization Elective” Subjects (total 29 Credits of specialization opted). The MBA Degree will be of 102 Credits with Major only specialization.

Major and Minor specializations :

1. All the regular students of MBA are required to select Major specialization* in MBA – Ist Year, Semester – II, before the commencement Semester – II.
2. The combination of the either Major only or Major* + Minor[#] specialization need to be opted in MBA – II, Semester – III, before the commencement Semester – III.
3. Generic Core subjects shall be common and compulsory for all the students.
4. **Major Specialization* + Minor Specialization[#] combination:** Student shall opt the Major Specialization as stated above and select any one from the list of 3 Minor Specializations with 2 Core Subjects of 3 Credits (6 credits) and 2 subjects of 2 credits (4 credits) in semester 3 and same number of credits in semester 4 maintaining same Minor Specialization.
5. The MBA Degree will be of 102+20 Credits with Major + Minor specialization.

Summer Internship Project (SIP) and Dissertation:

For the selection of area/ topic of “Summer Internship Project” (SIP) a priority should be given to Major Specialization* selected by the students and also on the specific requirement / availability of the industry / organization providing internship to the student. Dissertation Report can be submitted with priority to Major* or Minor[#] Specialization or any Interdisciplinary.


Concurrent Evaluation Parameters:


Parameter	Assignment-1	Assignment-2	Presentation	Viva Voce
Marks (20)	5	5	5	5

Weight	Mid Semester Examination (MSE)	Concurrent Evaluation (CE)	End Semester Examination (ESE)	Oral / Viva Voce	Total Marks
3 Credit Course	30 Marks	20 Marks	50 Marks	--	100 Marks
2 Credit Course	30 Marks	20 Marks	--	--	50 Marks
6 Credit Course	--	100 Marks	--	100 Marks	200 Marks
2 Credits ASCC	--	--	--	50 Marks	50 Marks
Audit Course (0 Credit)	--	--	--	--	Pass/Not Pass

Rubrics:

Rubrics are designed by course teachers for Concurrent Evaluation (CE) of each course to define the performance expectations for learners. The course teacher shares the Rubrics with students at the commencement of the course. Rubrics are designed in line with Course Outcomes and Programme Outcomes.


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Structure: S. Y. Master of Business Administration (MBA)

Semester –III, Minor Specialization (for additional 10+10=20 Credits)
(1.Pharma and Healthcare Business Management Specialization – Minor Specialization[#])

Wef. 2021-2022 Semester -III

Course Code	Course	Teaching Scheme TH	Examination Scheme				TOTAL	TOTAL
			Theory			Presentation ORAL		
			CE (20/100)	MSE (30)	ESE (50)			
MBAM2101 PHBM	Pharma and Healthcare Legislations	3	20	30	50	--	100	3
MBAM2102 PHBM	Pharmaceuticals Distribution Management	3	20	30	50	--	100	3
MBAM2103 PHBM	Accounting for Pharma Business	2	20	30	--	--	50	2
MBAM2104 PHBM	Supply Chain in Pharmaceutical Management	2	20	30	--	--	50	2
Total		10	80	120	100	--	300	10

Structure: S. Y. Master of Business Administration (MBA)

Semester –IV, Minor Specialization (for additional 10+10=20 Credits)
(1.Pharma and Healthcare Business Management Specialization – Minor Specialization[#])

Wef. 2021-2022 Semester -IV

Course Code	Course	Teaching Scheme TH	Examination Scheme				TOTAL	TOTAL
			Theory			Presentation ORAL		
			CE (20/100)	MSE (30)	ESE (50)			
MBAM2105 PHBM	Strategic Pharmaceutical Management	3	20	30	50	--	100	3
MBAM2106 PHBM	Pharma Product and Brand Management	3	20	30	50	--	100	3
MBAM2107 PHBM	Pharmaceutical Import and Export	2	20	30	--	--	50	2
MBAM2108 PHBM	Business Ethics in Pharmaceutical Industry	2	20	30	--	--	50	2
Total		10	80	120	100	--	300	10

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Structure: S. Y. Master of Business Administration (MBA)

Semester –III, Minor Specialization (Additional 10+10=20 Credits)
(2.Rural and Agribusiness Management – Minor Specialization[#])

Wef. 2021-2022 Semester –III

Course Code	Course	Teaching Scheme TH	Examination Scheme				TOTAL	TOTAL
			Theory			Presentation		
			CE (20/100)	MSE (30)	ESE (50)	ORAL		
MBAM2101 RABM	Indian Agriculture and Rural Economy	3	20	30	50	--	100	3
MBAM2102 RABM	Food Retail Management	3	20	30	50	--	100	3
MBAM2103 RABM	Agricultural Marketing	2	20	30	--	--	50	2
MBAM2104 RABM	Rural Credit and Finance	2	20	30	--	--	50	2
Total		10	80	120	100	--	300	10

Structure: S. Y. Master of Business Administration (MBA)

Semester –IV, Minor Specialization (Additional 10+10=20 Credits)
(2.Rural and Agribusiness Management – Minor Specialization[#])

Wef. 2021-2022 Semester -IV

Course Code	Course	Teaching Scheme TH	Examination Scheme				TOTAL	TOTAL
			Theory			Presentation		
			CE (20/100)	MSE (30)	ESE (50)	ORAL		
MBAM2105 RABM	Agri Warehousing and Food Processing	3	20	30	50	--	100	3
MBAM2106 RABM	Agri Project Management	3	20	30	50	--	100	3
MBAM2107 RABM	ICT for Agriculture Management	2	20	30	--	--	50	2
MBAM2108 RABM	Agri – Entrepreneurship	2	20	30	--	--	50	2
Total		10	80	120	100	--	300	10

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Structure: S. Y. Master of Business Administration (MBA)

Semester –III, Minor Specialization (Additional 10+10=20 Credits)
(3.Tourism and Hospitality Business Management – Minor Specialization[#])

Wef. 2021-2022 Semester – III


Course Code	Course	Teaching Scheme TH	Examination Scheme					TOTAL	TOTAL
			Theory			Presentation			
			CE (20/100)	MSE (30)	ESE (50)	ORAL			
MBAM2101 THBM	Essentials of Hospitality Management	3	20	30	50	--	100	3	
MBAM2102 THBM	Tourism Products and Resources	3	20	30	50	--	100	3	
MBAM21003 THBM	Event Management	2	20	30	--	--	50	2	
MBAM21004 THBM	Tourism Planning & Development	2	20	30	--	--	50	2	
Total		10	80	120	100	--	300	10	


Structure: S. Y. Master of Business Administration (MBA)

Semester –IV, Minor Specialization (Additional 10+10=20 Credits)
(3.Tourism and Hospitality Business Management – Minor Specialization[#])


Wef. 2021-2022 Semester – IV

Course Code	Course	Teaching Scheme TH	Examination Scheme					TOTAL	TOTAL
			Theory			Presentation			
			CE (20/100)	MSE (30)	ESE (50)	ORAL			
MBAM2105 THBM	International Travel Management	3	20	30	50	--	100	3	
MBAM2106 THBM	Ethical and Regulatory Aspects of Tourism Business	3	20	30	50	--	100	3	
MBAM2107 THBM	Strategic Hospitality Management	2	20	30	--	--	50	2	
MBAM2108 THBM	Revenue Management	2	20	30	--	--	50	2	
Total		10	80	120	100	--	300	10	


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(1.Pharma and Healthcare Business Management – Minor Specialization[#])
Semester –III, [MBAM2101PHBM]: Pharma & Healthcare Legislations

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Prerequisites Courses: Basic Understanding Of Management Subjects

Course Objective: To make students aware of the Pharma & Healthcare Legislations

Course Outcome:

- IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
- UNDERSTAND various laws applicable to Pharma and Healthcare industry
- Understand the situation and identify right legal way to solve the problem.
- ANALYSE steps involved in Intellectual Property Rights registrations
- CHOOSE the right type of IPR as per the content and work available to protect.
- Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector

Course Contents

UNIT-I	Environmental Scanning:	09 Hours
Economic Environment, Competitive Environment, Political Legal Environment, Socio Cultural Environment, International and Technological Environment.		
UNIT-II	General Laws:	08 Hours
General Law of Contract: Essentials of a Contract – Offer and acceptance – Capacity of Parties Free Consent – Consideration and legality of object – Void argument and Contingent Contract, Law of privileged communications.		
UNIT-III	Introduction of Laws applicable to Hospitals:	09 Hours
Functioning of hospitals and Medico – legal responsibilities cases and problems, Medico- Legal Problems in relation to health administration, Provision of commissioning of hospitals: Registration of companies act 2013 with reference to Incorporation of hospitals as a company, Indian medical council act 1956		
UNIT-IV	Laws related to drugs and Pharmacy:	08 Hours
Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 , (Blood bank regulations under Drugs and cosmetic rules), Pharmacy Act 1948 Consumer Protection Act – Definition, Consumer Protection Council, Consumer Disputes Redressal Agencies – Other Salient features – Application of Consumer, Protection Act in Hospital, Recent judgment of Supreme Court, Implication for Health Professionals		
UNIT-V	Role of IPR in Pharma Business:	08 Hours
Intellectual Property Rights: Ideas to Assets, Types of IPR , their term, crieteria and relevance: Patent, Trademarks, Design, Copyright, Trade secrets.		

BOOKS:

Text:

- 1.New Drug Approval Process, edited by Richard A. Guarino
- 2.The Pharmaceutical Regulatory Process, edited by Ira R. Berry
- 3.Medical Product Regulatory Affairs, edited by J. J. Tobin and G. Walsh
4. Pharmaceutical Jurisprudence by G K Jani
- 5.Official websites related to various guidelines - www.ICH.Org 73 NIPER HYDERABAD
- 6.Compliance Quality Standards in the Pharmaceutical and Regulated Industries,
- 7.FDA Regulatory Affairs, edited by Douglas J. Pisano
- 8.The Pharmaceutical Regulatory Process edited by Ira R.Berry, Marcel Dekker.

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(1.Pharma and Healthcare Business Management – Minor Specialization[#])
Semester –III, [MBAM2102PHBM]: Pharmaceuticals Distribution Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Prerequisites Courses: Basic Understanding Of Management Subjects

Course Objective:

- To provide insights into all functional areas of Distribution.
- To give an account of essential principles of retailing.
- To inculcate personal selling techniques.


Course Outcome:


- CO1: Describe the role of various marketing channels and develop appropriate marketing channels for a product or service.
- CO2: Discuss role, functions and trends in Indian retail scenario and Categorize various types of retail setups.
- CO3: Analyze various requirements for appropriate personal selling to Doctors
- CO4: Discuss various elements involved in retail administration.
- CO5: Apply right Price and Promotion mix to a retail setting.

Course Contents

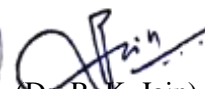
UNIT-I	Marketing Channels	9-- Hours
Marketing channels Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods. C&F Agents, Types of the Wholesalers Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –Process of appointment of Franchisee Franchiser Franchisee relationship. RoI calculation at Dealer Level. Direct Marketing – Concept and Techniques. Multilevel Marketing.		
UNIT-II	Overview of Retailing	9-- Hours
Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Indian Retail Scenario – Drivers of retail change in India - Emerging Trends and Opportunities in India, Retailing Industry – Size of Retail in India and its components. Classification of Retailers: Classification by Ownership – Independent Stores – Chain stores – Franchise Stores – leased Departments – Cooperatives, Classification by Strategy – General Merchandise Retailers –Discount Stores – Specialty Stores – Off Price Retailers, Classification by Product Line – Department stores – Supermarkets – Hypermarkets – Convenience Stores - Services retailing. Non Traditional Retail Classifications: Non store retailer – Direct Marketing – Catalog Marketing– Telemarketing – TV Home shopping – Automatic vending – E – Tailing – Malls and other formats.		
UNIT-III	Personal Selling Process-I:	7-- Hours
Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, nondirective questions, rephrasing, redirect questions.		
UNIT-IV	Personal Selling Process–II:	7-- Hours

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Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management.

UNIT-V

Personal Selling Skills:

5-- Hours

Negotiation, Communication, Listening Skills, Presentation and Demonstration, Body Language- Space, Moments, Eye Contacts & Postures, follow up Calls, Writing Effective Sales Letters and emails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself and Time, Cold Call Mechanism.

BOOKS:

Text Books:

- Retailing Management by Michael Levy & Barton Weitz, TMGH, 5th Edition
- Retailing Management by Swapna Pradhan, TMGH
- Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition
- A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi,
- World Class Selling by Roy Chitwood, JAICO Publishing House

Reference Books:

- R1. Retail Management by Gibson Vedamani, Jaico Books
- R2. Retailing by Patrick Dunne, Robert Lusch, David Griffith, Cengage Learning, Indian reprint.
- R3. Retail Marketing Management by David Gilbert, Pearson Publication.
- R4. Retail Management, Arif Sheikh, Himalaya Publishing
- R5. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations.
- R6. Sales Essentials by Stephan Schiffman, Avon Massachusset.



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(1.Pharma and Healthcare Business Management – Minor Specialization[#])
Semester –III, [MBAM2103-PHBM]: Accounting for Pharma Business

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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Prerequisites Courses: Basic Understanding of Management Subjects

Course Objective:

- To provide an overview of the Accounting techniques available to managers.
- To provide an understanding of the basic principles and application of accounting principles in business.

Course Outcome:

- DESCRIBE the basic accounting terminologies and concepts covered in the course syllabus.
- EXPLAIN the concepts covered in the course syllabus.
- APPLY concepts covered in the course syllabus to accurately do the required calculations.
- DETERMINE the key elements of business transactions and complete their accounting.
- DESIGN and OPERATE the entire accounting process (from entry to Balance-Sheet)for any given transaction.

Course Contents		
UNIT-I	Basic Concepts and Terminologies	4-- Hours
Business Transaction, Meaning and Scope of Book Keeping and Accountancy, Importance of Book Keeping and Accountancy, Basic Terminologies related to Book Keeping and Accountancy, Classification of Accounts, Principle of Double Entry and Golden Rules of Accounting		
UNIT-II	Journal Entries	4-- Hours
Preparation of Journal and passing journal entries		
UNIT-III	Ledger Posting & Balancing	4-- Hours
Preparation of Ledger Accounts, Posting the journal entries in the ledger accounts, Ledger Accounts Balancing and Interpretation of Ledger Account Balances.		
UNIT-IV	Trial Balance	4-- Hours
Preparation of Trial Balance and Importance of Trial Balance in Accounting Process		
UNIT-V	Final Accounts of Sole Proprietor	4-- Hours
Trading Account, Profit & Loss Account and Balance Sheet without adjustments		

BOOKS:

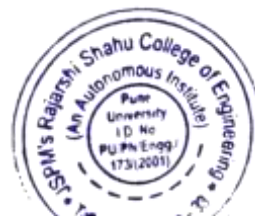
1. T.S. Grewal's Double Entry Book Keeping
2. Taxmann's Fundamentals of Accounting (CA CPT), CA D.G. Sharma
3. Book Keeping and Accountancy, Ainapure and Ainapure
4. Managerial Accounting, Dr. Mahesh Abale and Dr. ShriprakashSoni

Reference Books:

1. Financial Accounting for Management: Shankarnarayanan, Ramanath
2. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
3. Accounting For Management, Jawahar Lal
4. Accounting, Shukla Grewal

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(1.Pharma and Healthcare Business Management – Minor Specialization[#])

Semester –III, [MBAM2104-PHBM]: Supply Chain in Pharmaceutical Management

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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Course Objective: To understand various aspects of supply chain pertaining to Pharmaceutical Management.

Course Outcome:

- DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
- EXPLAIN the structure of modern day supply chains.
- IDENTIFY the various flows in real world supply chains.
- COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
- EXPLAIN the key Operational Aspects in Supply Chain Management.
- DISCUSS the relationship between Customer Value and Supply Chain Management.

Course Contents

UNIT-I	Supply Chain Structure:	4-- Hours
Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC		
UNIT-II	Flows in SC:	4-- Hours
Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction		
UNIT-III	Total SCM:	4-- Hours
Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes		
UNIT-IV	SCM Building Blocks:	4-- Hours
Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM. Key Operational, Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI.		
UNIT-V	Customer Value:	4-- Hours
Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM		

BOOKS:

Suggested Text Books:

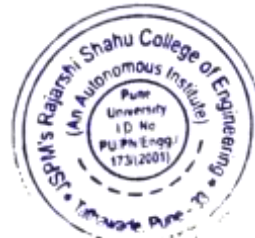
1. Supply Chain & Logistics Management, Bowersox, Closs& Cooper, Tata McGraw Hill
2. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminsky et. al., Tata McGraw Hill
3. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson

Suggested Reference Books:

1. Supply Chain Management Process, System & Practice, N.Chadrsekaran, Oxford
2. Total Supply Chain Management, Basu& Wright, Elsevier
3. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall
4. Supply Chain Management, Mentzer, Response Books.
5. Logistics Management: The Supply Chain Imperative, VindoSople, Pearson Education

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(1.Pharma and Healthcare Business Management – Minor Specialization[#])
Semester –IV, [MBAM2105PHBM]: Strategic Pharmaceutical Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Prerequisites Courses: Basic understanding of management concepts.

Course Objective: The Objective of this course is to make the students understand the basic concepts of strategic pharmaceutical management. To make students know various tools from strategic management, this would facilitate the decision making in business environment.

Course Outcome:

- DEFINE strategy and DESCRIBE various types of Strategic planning.
- EXPLAIN why Vision Mission needs to consider for strategy formulation.
- USE strategic planning to solve the management problem in healthcare management.
- ANALYSE various management problem where it is required to take strategic actions.
- COMPARE various strategic formulations and the select right strategy.
- Understand the problem and DEVELOP strategy to solve it.

Course Contents

UNIT-I	What is strategy:	09 Hours
Strategy defined, Types of strategies, What strategy should achieve for an organization, The imperatives of strategy, Strategy Map		
UNIT-II	Strategy focus:	08 Hours
Tie strategy to the mission and vision of the organization, environmental and competitor challenges, Vision – Mission and goals of the Healthcare organization.		
UNIT-III	Strategic formulation:	09 Hours
Strategic formulation and implementation for Healthcare organizations, importance and effects of Blue ocean and Red ocean strategies in Healthcare.		
UNIT-IV	Strategic Thinking:	08 Hours
Methods and Models for Strategic Analyses, tools to evaluate the internal and external environment of Healthcare Industry.		
UNIT-V	Mapping and Managing a Strategy:	08 Hours
A strategy “scorecard”, Financing a Strategy, returns on strategic investments.		

BOOKS:

Suggested Text Books:

1. Kim,W Chan, Mauborgne, Renée, Blue Ocean Strategy,
2. Strategic Management by Jeyarathnam Himalays Publication.

Suggested Reference Books

Strategic Management and Business Policy by Dr. Azahar Kazmi.

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(1.Pharma and Healthcare Business Management – Minor Specialization[#])
Semester –IV, [MBAM2106PHBM]: Pharma Product and Brand Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam : 30 Marks End Sem Exam. – 50 Marks Total :100 Marks
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Course Objective:


- To highlight the strategic role of Pharmaceutical product management in organizational and functional context.
- To introduce different approaches to measuring brand equity.
- To provide conceptual framework for managing brands strategically.


Course Outcome:

- CO1-Define the key concepts and Describe the elements of a product strategy.
- CO2-Explain the process and methods of brand management, including how to establish brand identity and build brand equity.
- CO3-Identify the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
- CO4-Examine the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
- CO5-Formulate effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
- CO6-Collect brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.


Course Contents

UNIT-I	Product Management	6-- Hours
Product management as a basis of marketing organization structure. Role of product manager, Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans.		
UNIT-II	Product Strategy	9-- Hours
Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability, New product failure.		
UNIT-III	Brand Management and Brand Equity	7-- Hours
Definition of brand, Challenges in Branding Strategic brand management process, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Customer based Brand equity, Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image		
UNIT-IV	Planning and Implementing Brand Marketing Programs	9-- Hours
The Four steps of brand building, creating customer value, Identifying and establishing brand positioning, Positioning guidelines, choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsement. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies.		
UNIT-V	Growing and Sustaining Brand Equity	9-- Hours
The brand value chain, Brand audit, designing brand tracking studies, Capturing customer mind set through quantitative and qualitative research techniques, Brand architecture, Brand hierarchy, designing brand strategy, New		


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products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands.

BOOKS:

Text Books:

- T1. Product Management, Lehmann & Winer, TMGH
- T2. Product Management, S. A. Chunawalla, Himalaya Publishing House
- T3. Strategic Brand Management, Kevin Lane Keller, Pearson
- T4. Strategic Brand Management, J N Kapferer, Kogan Page
- T5. Brand Management, Dr. S.L. Gupta Himalaya Publishing House.

Reference Books:

- R1. Product Management, Dr. C. Anandan, TMGH
- R2. Building Brand Equity, David Aaker
- R3. Branding Concepts & Process, Debashish Pati.

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(1.Pharma and Healthcare Business Management – Minor Specialization[#])
Semester –IV, [MBAM2107-PHBM]: Pharmaceutical Import Export

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam: 30 Marks
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Prerequisites Courses: Basic Understanding Of Management Subjects

Course Objective:

- To understand and examine different import and export procedures and laws pertaining to Pharmaceutical import export.

Course Outcomes:

- DEFINE the various concepts related to import and export procedure
- DISCUSS various steps involved in export procedures of pharmaceutical product.
- IDENTIFY the international market for pharmaceutical product.
- ANALYZE different payments methods used in international trade.
- DETERMINE various rules and regulations related to export procedures of pharmaceutical product.
- CHOOSE right product for the right International market.

Course Contents

UNIT-I	Significance of procedures and documentation in international trade	4-- Hours
Procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.		
UNIT-II	Export order processing	4-- Hours
Export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.		
UNIT-III	Methods of payment in international trade;	4-- Hours
Documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.		
UNIT-IV	Major export promotion schemes in India	4-- Hours
EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.		
UNIT-V	Regulations for International Trade:	4-- Hours
Major laws governing India's export import trade- Foreign Trade (Development & Regulation) Act, Pre-shipment Inspection & Quality Control Act, 1963 & Customs Act, 1962; Foreign Exchange Management Act, 2000		

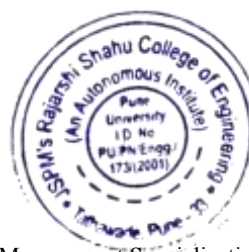
BOOKS:

Text Books:
 Export Import Procedures & Documentation by Dr. Kushpat S. Jain, HPH, 5th Revised Edition, Aug. 2007
 Export Marketing by B. S. Rathor & J. S. Rathor, HPH, 3rd Revised & Enlarged Edition, 2006
 Export Management by T. A. S. Balagopal, HPH, 18th Revised Edition, 2006
 Export Management by D.C. Kapoor, Vikas Publishing House, 2009
 Export- Policy, Procedures and Documentation by M. I. Mahajan, Show white, 24th Edition, 2010

Suggested Reference Books:
 Export Procedures and Documentation by M.D. Jitendra, Rajat Publications, Delhi. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi.

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(1.Pharma and Healthcare Business Management – Minor Specialization #)
Semester –IV, [MBAM2108-PHBM]: Business Ethics in Pharmaceutical Industry

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation: 20 Marks Mid Sem. Exam: 30 Marks
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Prerequisites Courses: Basic Understanding Of Management Subjects.

Course Objective:


- To understand Business Ethics in Pharmaceutical Industry.


Course Outcomes:

- DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics.
- CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
- APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
- DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
- IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
- ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.


Course Contents

UNIT-I	Indian Ethos and Values : Its relevance at Workplace	4-- Hours
Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. Values - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Ethics v/s Ethos, Eastern Management v/s Western Management.		
UNIT-II	Indian Model of Management	4-- Hours
Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (WestEast Theory)		
UNIT-III	Business Ethics as Applied ethics	4-- Hours
Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development.		
UNIT-IV	Ethical decision making in business matrix:	4-- Hours
Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges		


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for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model.

UNIT-V

Applications of Ethical Principles

4-- Hours

Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues.

BOOKS:

Suggested Text Books:

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, SunandaGundavajhala, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, BiswanathGhosh ,Vikas Publishing House
3. Indian Ethos of Management, TusharAgarawal and NidhiChandorkar, Himalaya Publication House.
4. Indian Ethos and Values for Managers, Khandelwal , Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, AjithSankar, Tata McGraw Hill Publishing Co. Ltd.
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.
4. Corporate Chanakya , Radhakrishnan Pillai , Jaico Publishing House.

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(2.Rural and Agribusiness Management – Minor Specialization[#])
Semester –III, [MBAM2101RABM]: Indian Agriculture and Rural Economy

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Course Objective: The Objective of this course is to make the students understand the basic concepts of Agriculture and Rural Economy. To make students know Rural infrastructure of Agricultural Economy

Course Outcome:

- CO1: DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
- CO2: EXPLAIN the key terms in The place of agriculture in the national economy/ The Present position of Indian Agriculture with an advanced management perspective.
- CO3: IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE Their significance from the perspective of Indian farmer & Indian Economy & business decision making.
- CO4: EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles. .
- CO5: DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
- CO6: ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Course Contents

UNIT-I	Indian Agriculture under the Five Year Plans	09 Hours
The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New		
UNIT-II	Food Security in India	08 Hours
Green Revolution, Second Green Revolution – the future prospects, Concept of Food Security , Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.		
UNIT-III	Irrigation and other agricultural inputs	09 Hours
Irrigation, multipurpose river valley project - a controversy, irrigation in the 12th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture		
UNIT-IV	Land Reforms	08 Hours
The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms. Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming.		
UNIT-V	Agriculture Labour	08 Hours
Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL)		

BOOKS:

- T1: Indian Economy, Datt and Sundharam, S Chand
 T2. Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation
 T3. Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICAFI University Press
 R1 :Adhikary M. 1986. Economic Environment of Business. S. Chand & Sons.
 R2. Aswathappa K. 1997. Essentials of Business Environment. Himalaya Publications
 R3. Francis Cherunilam 2003. Business Environment. Himalaya Publications.

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(2.Rural and Agribusiness Management – Minor Specialization[#])
Semester –III, [MBAM2102RABM]: Food Retail Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Course Objective: The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

Course Outcome:
 CO1: DEFINE the key terms in food retailing market.
 CO2: EXPLAIN the key terms in The place of agriculture food retailing management.
 CO3: IDENTIFY the various challenges in Agri food retailing management.
 CO4: EXAMINE the inter-relationships between various facets of Agri Indian food market and the international food market.
 CO5: DEVELOP critical thinking based on changing pattern of Agri food management.
 CO6: ANTICIPATE how other firms in an industry and consumers will respond to Indian Agri food products available in the markets.

Course Contents

UNIT-I	International Food market	09 Hours
International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.		
UNIT-II	Value Chain in Food Retailing	08 Hours
Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.		
UNIT-III	4 P's in Food Retail Management	09 Hours
4 P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and nonconventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.		
UNIT-IV	Managing Retail Operations	08 Hours
Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.		
UNIT-V	Retail Sales Management	08 Hours
Retail Sales Management Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.		

BOOKS:

- Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India.
- Cox. 2006. Retailing: An Introduction. 5th Ed. Pearson Edu.
- Levy M & Weitz BW. 2004. Retailing Management. 5th Ed. McGraw Hill.

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(2.Rural and Agribusiness Management – Minor Specialization[#])
Semester –III, [MBAM2103-RABM]: Agricultural Marketing

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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Course Objective: The Objective of this course is to make the students understand the basic concepts of Rural Marketing. To make students know the behavior of Rural Consumer and various forces which impact Rural Marketing.

Course Outcome:

- CO1: RECALL and REPRODUCE the various concepts, principles, frameworks, and terms Related to the function and role of marketing in Rural areas.
- CO2: DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
- CO3: A P PLY the models of consumer behavior in the rural market
- CO4: EXAMINE and LIST different aspects of segmentation, targeting and Positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing.
- CO5: EVALUATE the challenges of rural marketing research with different approaches and tools.

Course Contents

UNIT-I	Rural Marketing Opportunities	06 Hours
What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, Technological		
UNIT-II	Rural Marketing Experiences	05 Hours
Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience		
UNIT-III	Rural Consumer Behavior	06 Hours
Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption		
UNIT-IV	Rural Marketing Research	05 Hours
Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.		
UNIT-V	Selecting and Attracting Markets	06 Hours
Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.		

BOOKS:

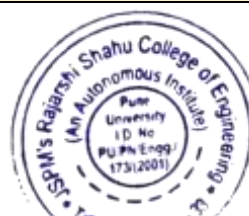
- T1: Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
 T2: Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
 T3: Rural Marketing, Velayudhan, Sage
 T4: Rural Marketing, Gopaldaswamy, Vikas Publishing house
 T5: Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
 T6: Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

References:

- R1: Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal. 2004.
 R2: Rural Marketing. Vikas Publishing House.

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(2.Rural and Agribusiness Management – Minor Specialization[#])
Semester –III, [MBAM2104RABM]: Rural Credit and Finance

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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Prerequisites Courses: Concepts and Practices of Rural Credit and Finance.

Course Objective: The Objective of this course is to make the students understand the basic concepts of Role of Credit in Agriculture. To make students know Microfinance & Rural Finance.

- Course Outcome:**
- CO1: RECALL the Role of Credit in Agriculture & Role of Agriculture in Economic Development
 - CO2: UNDERSTAND the concept and special features of co-operative banking, Structure of the co-operative credit system.
 - CO3 Apply the theories of Agricultural finance with concept of credit
 - CO4: ANALYZE Players and Approaches in Microfinance & Rural Finance.
 - CO5: EXPLAIN the triangle of microfinance and the role of BDS in rural finance.
 - CO6: Develop a plan to create awareness about different rural finance schemes

Course Contents

UNIT-I	Role and Characteristics of Indian Agriculture	05 Hours
Introduction, Role of Agriculture in Economic Development, Characteristics of Indian Agriculture.		
UNIT-II	Critical Review of Agricultural Finance	06 Hours
Role of Credit in Agriculture, Agricultural Finance in India, Classification of Agricultural Finance, Significance of Co-op. Credit, Some Issues of the Present System. Financial Intermediaries In Agriculture: Functions, Structure and Performance.		
UNIT-III	Cooperative Banks	06 Hours
Concept and special features of co-operative banking, Structure of co-operative credit system in India, Primary Level Credit Institutions (PACs, LAMPs. MPCs, FSS) their functioning and problems, District Central Cooperative Banks Structure and functions , Apex Co-operative Banks Structure and functions , Impact of liberalization on Co-operative Banks with particular reference to de regulation of interest rates and prudential norms		
UNIT-IV	Theories of Agricultural Finance	06 Hours
Risk and Uncertainty Theory, Demand and Supply Theory, Business Vs. Social and Moral Theory, Cost Theory, Productive Vs. Consumption, – The concept of 3 C's, 7 P's and 3 R's of credit, Credit Analysis, Kind Loans Vs. Cash Loans, Principle of Micro- and Macro-Finance, Principle of Supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit, Principle of Better Credit.		
UNIT-V	Rural Finance and Microfinance	05 Hours
Players and Approaches; Microfinance & Rural Finance – Lessons from microfinance and historical interventions, Rural finance: approach, delivery channels and actors involved, and linkages, Triangle of Microfinance and the role of BDS in rural finance.		

BOOKS:

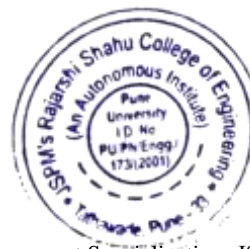
T1: Agricultural Development Rural Credit And Problems Of Its Recovery, By A. Ranga Reddy, Mittal Publications
 T2 :Theories of Agricultural Finance, Jugale, Atlantic Publishers Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012.
 T3 :3. Ross, S.A., R.W. Westerfield, B.D. Jordan. “Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011.
 T4 :Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.

References:

R1 :Theories of Agricultural Finance, Jugale, Atlantic Publishers Barry, P.J., and P.N. Ellinger. Financial Management in Agriculture. 7th ed. Pearson Education, Inc., 2012.
 R2:. Ross, S.A., R.W. Westerfield, B.D. Jordan. “Essentials of Corporate Finance. The McGraw-Hill/Irvin, 2011.
 R3 : Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott. Foundations of Finance. 7th ed. Prentice Hall, 2010.

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(2.Rural and Agribusiness Management – Minor Specialization[#])
Semester – IV, [MBAM2105RABM]: Agri Warehousing and Food Processing

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Prerequisites Courses: Concepts and Practices of Agri Warehousing and Food Processing

Course Objective: The Objective of this course is to make the students understand the basic concepts of Agri Warehousing and Food Processing .To make students know Storage management and food processing Management.

Course Outcome:

- CO1: DEFINE the term Agri Warehousing and ENUMERATE factors which impact on Agri Warehousing.
- CO2: UNDERSTAND the Process of Food Processing, aims, and barriers of Food processing Industry
- CO3 APPLY basic principles of food processing quality and various laws and regulation
- CO4: Analyze the importance of agro climatic conditions and agro machine performance
- CO5: Evaluate Cost analysis of operations using different economic performance of agro machines and project formulation in various types of food industries

Course Contents

UNIT-I	Storage	09 Hours
Meaning and Need of Storage, Risk in Storage, Various types of storage; warehouse, cold storage, CA storage, rural godown, storage structure including Scientific Storage, Management of storage, accreditation of warehouse, negotiable warehouse receipt system.		
UNIT-II	Present Status of Food Industry In India	08 Hours
Introduction to operations of food industry, basic principles of food processing and food preservation, packaging of foods, analysis of costs in food organizations.		
UNIT-III	Risk Management	09 Hours
Laws and regulations related to food industry, food production and marketing, quality management, quality standards, PFA, ISO, etc.		
UNIT-IV	Farm Machinery Selection	08 Hours
Farm machinery selection for different farm size and for different agro climatic conditions, scheduling of farm operations for higher efficiencies, indices of machine performance.		
UNIT-V	Cost Analysis of Operations	08 Hours
Cost analysis of operations using different implements, economic performance of machines, optimization of tractor implement system and transport of farm produce. Case studies on project formulation in various types of food industries—cereals and pulses, milk and dairy products, processing of fruits and vegetables, egg and poultry processing.		

BOOKS:

Text:

- T1: Agricultural Processing and Food Technology by Goyal & Kumari: Suresh Chandra
 T2: Objective Food Science and Safety standards by Prabodh Halde and sanjeev Sharma

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(2.Rural and Agribusiness Management – Minor Specialization[#])
 Semester – IV, [MBAM2106RABM]: Agri Project Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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Course Objective: The objective of this course is to expose the learner to the fields of project management and entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Course Outcome:

- CO1: DEFINE the key terms in Agri Project Management.
- CO2: EXPLAIN the key terms in Agri Project Management.
- CO3: IDENTIFY the various issues in the Agriculture project management.
- CO4: EXAMINE the inter-relationships between Agri Project Management and the Entrepreneurship .
- CO5: DEVELOP critical thinking based on changing pattern of Agri Entrepreneurship.
- CO6: ANTICIPATE the scope of the innovative projects and new initiatives in Agri entrepreneurship.

Course Contents

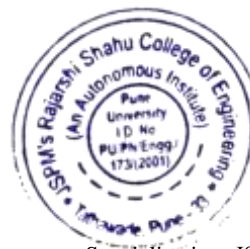
UNIT-I	Project Management	09 Hours
Concept, characteristics of projects, types of projects, project identification, and Project's life cycle.		
UNIT-II	Feasibility Study	08 Hours
Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.		
UNIT-III	Network Methods	09 Hours
Network Methods: Meaning, Network Analysis, Requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation.		
UNIT-IV	Financial evaluation techniques	08 Hours
Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system.		
UNIT-V	Entrepreneurship	08 Hours
Entrepreneurship, Significance of entrepreneurship in economic development qualities of entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, Developing effective business plans, Procedural steps in setting up of an industry.		

BOOKS:

- Chandra P. 2005. Project Management. Tata McGraw Hill.
- Gopal Krishan P & Nagarajan K. 2005. Project Management. New Age.
- Hisrich RD & Peters MP. 2002. Entrepreneurship. Tata McGraw Hill.
- Kaplan JM. 2003. Patterns of Entrepreneurship. John Wiley & Sons.
- Nandan H. 2007. Fundamentals of Entrepreneurship Management. Prentice Hall.
- Ramamoorthy VE. 2005. Textbook of Project Management. MacMillan.

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(2.Rural and Agribusiness Management – Minor Specialization[#])
Semester – IV, [MBAM2107RABM] ICT for Agriculture Management

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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Course Objective: The Objective of this course is to make the students understand the basic concepts and various use of ICT platform. To make students know the applications various techniques ICT tools.

Course Outcome:

- CO1:RECALL the basic terminologies related to ICT
- CO2:UNDERSTAND the use of ICT with different aspects & various issues & challenges for ICT information services
- CO3:Apply the GIS Applications in micro resource mapping
- CO4:ANALYZE the different tools and techniques used under ICT in Agriculture Management
- CO5:EVALUATE the common ICT platforms for information services
- CO6:CHOOSE the right ICT as per the requirement of agriculture activity

Course Contents

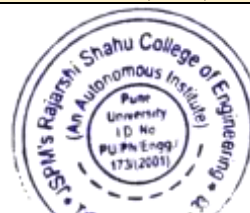
UNIT-I	Introduction to ICT for Agriculture Management	05 Hours
Basic terminology, Recent history of adoption of ICT in developing countries, Leapfrogging technology– the mobile phone, ICT and its ramifications for rural economies, Introduction to various ICT enabled rural services. Related to land, education, health, insurance, micro-credit, marketing etc. Village Resource Centre (VRC), Common resource Centre (CRC), Tele- education, community radio etc. Potential impact		
UNIT-II	ICT for Production Systems Management	06 Hours
Types of ICT information service, , Short-term productivity information services , Crisis management information services , Long-term productivity information services , Risk management information services , Common ICT platforms for information services , Collection and analysis , Delivery , Issues and challenges for ICT information services , Advantages of and opportunities for ICT information services		
UNIT-III	ICT for Market Access	06 Hours
Types of market access ICT service, Pricing services , Virtual trading floors , Holistic trading services, Downstream (and upstream) administration , Issues and challenges for market access ICT services , Advantages of and opportunities for market access ICT services		
UNIT-IV	ICT for Financial Inclusion	05 Hours
Types of financial inclusion, ICT services , Transfers and payments , Agricultural credit ,Savings for agricultural needs , Insurance , Common ICT platforms for financial inclusion services , Issues and challenges for ICT financial inclusion services, Advantages of and opportunities for ICT financial inclusion services.		
UNIT-V	Geographical Information Systems (GIS)	06 Hours
Overview of Geographical Information Systems (GIS): Remote Sensing and Image Processing, GPS, GIS Data Modeling, Geographical Information Systems, Issues and Concerns in Land and Water Management, The GIS Approach. Planning and Implementing a GIS; Case studies on GIS; GIS and Precision farming; GIS Applications in micro resource mapping, principles in micro planning, modeling in resource mapping GIS Technology trend and next generation Systems.		

BOOKS:

- T1: Sustainable Agriculture, edited by A. Bandyopadhyay, Bhoovigyan Vikas Foundation Concepts and Techniques of Geographic Information Systems , Lo, C.P. and Yeung, A.K.W. (2002)., Prentice Hall.
 T2 : E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India
 R1 : Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI
 R2: Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.
 R3 : Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.

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(2.Rural and Agribusiness Management – Minor Specialization#)
Semester – IV, [MBAM2108RABM]: Agri – Entrepreneurship

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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Prerequisites Courses: Concepts and various Practices of Agri – Entrepreneurship.

Course Objective: The Objective of this course is to make the students understand the basic concepts of rural entrepreneurship related to Agri Business. To make students know about Agri Entrepreneurship.

Course Outcome:

- CO1: DEFINE the term rural entrepreneurship and ENUMERATE factors that support women's participation in rural entrepreneurship
- CO2: UNDERSTAND the Process of entrepreneurship, aims, and barriers
- CO3: APPLY different ICT in Rural entrepreneurship development.
- CO4: Analyze the importance of IT in rural India and role of entrepreneur in rural development
- CO5: EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
- CO6: Design the business plan, factors considering rural development & Rural BPO

Course Contents

UNIT-I	Rural Entrepreneurship	06 Hours
Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.		
UNIT-II	Skill Development	05 Hours
Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and Public Private Partnership		
UNIT-III	Women Entrepreneurship	06 Hours
Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.		
UNIT-IV	ICT and Rural Entrepreneurship	06 Hours
Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.		
UNIT-V	Case study	05 Hours
Case study; Corporate intervention and entrepreneurship Development.		

BOOKS:

Text:

T1: Entrepreneurship Development – Theories and Practices – By N.P.Singh

References:

- R1 : Projects : Profile and process – Vasant Desai
 R2. Entrepreneurship and technology – Vasant Desai
 R3. Economic Environment in Business – By Misra and Puri
 R4. Women Entrepreneurs – By Deepak Walokar

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – III, [MBAM2101THBM] : Essentials of Hospitality Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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COURSE OBJECTIVE: On successful completion of the course the learner will be able to COGNITIVE ABILITIES.

COURSE OUTCOMES :

- CO1 REMEMBERING /DESCRIBE different types of hotels & travel agents
- CO2 UNDERSTAND the basic functioning of star hotels, major operational, Departments, government rules & regulations
- CO3 APPLYING : USE of flow charts & diagrams of various Hospitality Sectors to know . The hierarchy of the organization
- CO4 ANALYSING/EXAMINE current changes taking place in the Hotel & Tourism Industry
- CO5 EVALUATING : EVALUATE the changes required to improve traditional methods to suit the current market trends.
- CO6 CREATING : DEVELOP Smart techniques adaptable to the present market scenario for better customer satisfaction

Course Contents

UNIT-I	Basic Concepts	09 Hours
Introduction: The Hospitality Industry, Origin and Growth, Tourism Industry, Importance of Tourism ,Industries related to Tourism, Evolution and Growth of the Hotel, Evolution of Tourism, Factors Affecting Hospitality and Tourism Industry, Employment Opportunities in Hospitality		
UNIT-II	Tourism Industry	08 Hours
Introduction, concept, definition, types and characteristics Relation of hospitality industry with Tourism Definition of Tourism, Features, Types of Tourists, Tourism Activities, Components of Tourism Infrastructure, Elements and Characteristics of Tourism Products, Scope of Tourism, Motivation for Tourism, Relation of hospitality industry with Tourism		
UNIT-III	Hotel Industry	09 Hours
Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract, concept, their advantages and disadvantages. Clarification of Hotels, Major Departments of a Hotel, Star Ratings of Hotels, Global Standards for Hotels		
UNIT-IV	Travel and Transport	08 Hours
History growth and present status of travel agency, Travel formalities, Linkages and arrangements with hotels, airlines and transport agencies, Transport system, Different types of transport, Impact of Science and Technology.		
UNIT-V	Recent Trend in Hospitality and related sectors	08 Hours
Future of Hospitality Industry, Changing trends, issue and challenges, Importance of Hospitality industry in India. Government regulations and support related to Travel, Tourism and hotel industries. Role of E- commerce in Hospitality sector.		

BOOKS:

Suggested Text Books :

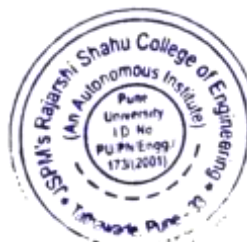
Bhatia A.K.(2012)Tourism Development and Principles & Practices, Sterling Publishers

Suggested Reference Books :

- R1 : David, F. R. (2010) Strategic Management (13th ed.). Prentice Hall. Oxford University Press Okumus, F.
 R2 : Altinay, L., & Chathoth, P. (2010) Strategic Management for Hospitality and Tourism (1st ed.)
 R3 : Enz, C. A. (2009) Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – III, [MBAM2102THBM] : Tourism Products and Resources

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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COURSE OBJECTIVE: The objective of the course is to develop the understanding about the conceptual and theoretical basis of various tourism products and resources in general and to understand the various tourism resources in India, in particular.

COURSE OUTCOMES :

- CO1 REMEMBERING /DESCRIBE different types of Tourism Products and Resources
- CO2 UNDERSTAND the basic functioning of Tourism Products and Resources development, government rules & regulations.
- CO3 APPLYING USE of flow charts & diagrams of various Tourism Products and Resources
- CO4 ANALYSING/EXAMINE current changes taking place in the Tourism Products and Resources.
- CO5 EVALUATE the changes required to improve traditional methods to suit the current market trends in Tourism Products and Resources.

Course Contents

UNIT-I	Tourism product	09 Hours
Tourism product: Definition, Nature and Characteristics. Classification of Tourism products, Typology & Nature of Tourism resources – Natural, Socio cultural, Diversities in Landform & Landscape – Outstanding Geographical features - Climate, Flora & Fauna. Nature & Scope to tourist places in India.		
UNIT-II	Indian culture	08 Hours
Indian culture tradition, customs and handicrafts, Architectural Heritage of India, different styles of architect in India, Music: Classical and folklore, fairs and festivals. Cultural and Heritage Products of India.		
UNIT-III	Natural Tourism resources	09 Hours
Natural Tourism resources in India-Existing use patterns vis-a-vis potential with relation to varied landforms (mountains, deserts, beaches, coastal areas & islands), Tourism & nature conservation-Conflicts.		
UNIT-IV	Study of National Parks	08 Hours
Study of National Parks, Bird Sanctuaries & Tiger Reserves in India with case studies of Dachigam National Park, Manas National Park, Jim Corbett, Bharatpur Bird Sanctuary, Gir National Park. Study of Hill station attractions & their environs with case studies of Gulmarag, Pahalgam, Mussoorie, Shimla. Islands: Resources & their use patterns case studies of Goa, Andaman & Lakshadweep.		
UNIT-V	Buddhist Resources	08 Hours
Buddhist Resources- Bodh Gaya, Kushnagar, Sarnath, Sanchi & Ajanta; Islamic resources- Delhi, Agra & Fatehpur sikri; Hindu resources-Khajuraho, Mahabalipuram, Tarupati, Madurai, Vaishno Devi, Amarnath, Important Festivals with case studies of Kumbha Mela, Dussehra, Onam, Pongal & Rath Yatra.		

BOOKS:

1. Gupta, SP Lal, K. Bhattacharya.M, Cultural Tourism in India, DK Print
2. Brown Percy, Indian Architecture (Buddhist and Hindu), Bombay.
3. Mishra,L. Cultural Tourism in India, Mohit Publications
4. Thomas F. King, Cultural Resource Laws and Practice, Altamira Press
5. Thomas L Bell, Human Geography : People and Places, Prentince Hall
6. Bindia Thaper, Suparna Bhalla, Surat Kumar Manto, Introduction to Indian Architecture, Periplus Edition
7. Jacob, Tourism Products Of India, Abhijeet Publications
8. Deva, B.C,Musical Instruments, National Book Trust,
9. Dixit Manoj & Charusheela, Tourism Products, New Royal Book Company.

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – III, [MBAM2103THBM] Event Management

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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COURSE OBJECTIVE : On successful completion of the course the learner will be able to learn about event management.

COURSE OUTCOMES :

- CO1 REMEMBERING DESCRIBE the fundamentals of event management & different types of Events
- CO2 UNDERSTANDING EXPLAIN the concepts of Events & guest requirements to plan an event
- CO3 APPLYING DESIGN & Budget an event from various perspectives
- CO4 ANALYSING EXAMINE possible shortfalls on an event & create necessary backup systems to avoid failures
- CO5 EVALUATING COMPARE Success of an event in comparison to the set objectives
- CO6 CREATING COMPOSE New concepts of the event with innovative ideas to leave a lasting impression in the guest's mind along with achieving organizational growth.

Course Contents

UNIT-I	Basic Concepts	06 Hours
Event Management Fundamentals Concept of Event, Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Code of Ethics.		
UNIT-II	Event Planning and related statutory compliances	05 Hours
Event Planning and related statutory compliances: Event Conceptualizing – Host, Sponsor, Media, Guest, Crew, Participants, Spectators, Concept Designing – Theme, Event Objective and content development Pre Event Preparation: Budgeting, Event design , Event Related Documentations : Timing, Contracts and Agreements, Insurance, Regulation, License and Permits		
UNIT-III	Publicity & Marketing of Event	06 Hours
Publicity & Marketing of Event : Pricing, Marketing Communication Methods & budget, Element Marketing Communication, Managing Marketing Communication, Modes of Publicity, Role of Internet in event publicity, Event Sponsorship, Managing Sponsorship, Measuring and evaluating sponsorship.		
UNIT-IV	Conduct of Event	05 Hours
Conduct of Event: Venue selection: Indoor & Outdoor, Stage Audio Visual lighting, Performers, Decors, Caterer, Photography & Videography, Guest Demography and list, Handing children at event safety perspective, Invitation, media, food and beverage, entertainment, Event logistics management, Sanitary Facilities		
UNIT-V	Safety and Event Evaluation	06 Hours
Safety and Event Evaluation: Risk assessment, Provision of Safety Officer and Medical officer at venue, Structural Safety, Occupational Safety and Food Safety, Fire Prevention, Vehicle traffic, Waste Management, Event Evaluation Process: Event Impact, Service Quality, Customer Satisfaction Note: Students are expected to be divided in Group and at least one event to be planned and executed by students.		

BOOKS:

- Events, 4th Edition, Pearson Publications, 2014.
- G.A.J. Bowdin, Events Management , Elsevier Butterworth

Suggested Reference Books :

- Allison, The Event Marketing Handbook: Beyond Logistics & Planning.
- Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series. Allison ,The Event Marketing Handbook: Beyond Logistics & Planning
- John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management Pearson Publication, 2014.

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(3.Tourism and Hospitality Business Management – Minor Specialization)[#]
Semester – III, [MBAM2104THBM] Tourism Planning and Development

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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COURSE OBJECTIVE : On successful completion of the course the learner will be able to understand the concept of Tourism Planning and Development.

COURSE OUTCOMES :

- CO1 REMEMBERING DISCUSS Structures, Processes, Policies of Tours- Domestic & International Rules & regulations for operating a travel agency
- CO2 UNDERSTANDING UNDERSTAND Forex & Documentations for Operations
- CO3 APPLYING APPLY Knowledge to design attractive tours for clients
- CO4 ANALYSING ANALYZE Environmental impact & advantages of Eco-Tourism to promote sustainable tourism globally
- CO5 EVALUATINGDETERMINE Environmental issues & adverse effects observed of Tourist destinations
- CO6 CREATING DESIGN backup systems to face crisis & emergencies Formulate Tourism policies for safe & secured travel of passengers

Course Contents

UNIT-I	Basic Concepts	06 Hours
Tourism Components and Supply- Supply Components; Natural Resources; Built Environment; Operating Sectors; Hospitality and Cultural Resources; Matching Supply with Demand; Measuring and Forecasting Demand; Economic Impact.		
UNIT-II	Tourism Policy	05 Hours
Tourism Policy - Structure, Content and Process- Tourism Policy – Definition; Policy focusing competitive Destination; Major Parameters of Tourism Destination Management; Process of Tourism Policy Formulation; Translating Policy into Reality; Formulating Policy to Deal with Crises.		
UNIT-III	Environmental Analysis	06 Hours
Environmental analysis: Environmental Analysis, Resource Analysis, Regional Environmental analysis.		
UNIT-IV	Tourism Planning & Development	05 Hours
Tourism Planning, Development, And Social Considerations- Tourism Destination Planning, Planning for Sustainable Tourism Development, Contingency Planning, economic impact, social impact, cultural impact, environmental impact, and supply match, sustainable development and planning approaches and indicators, design and innovations.		
UNIT-V	Recent Trends Tourism planning	06 Hours
Recent trends Tourism planning: Booking System, Tour scheduling, payment systems, feedback system.		

BOOKS:

Suggested Text Books :

- Var, T., & Gunn, C. (2002). Tourism Planning: Basics, Concepts, Cases (4th ed.). Routledge

Suggested Reference Books :

- Godfrey, K., & Clarke, J. (2000). Tourism Development Handbook: A Practical
- Approach to Planning and Marketing. Cengage Learning EMEA. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Heinemann.

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – III, [MBAM2105THBM] International Travel Management

Teaching Scheme: TH: 03 Hours/Week	Credit 03 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks End Sem. Exam : 50 Marks Total :100 Marks
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COURSE OBJECTIVE : On successful completion of the course the learner will be able to Understand the concepts of International Travel Management.

COURSE OUTCOMES :

- CO1 REMEMBERING DEFINE the various components of the Tourism Industry & Types of Tourism
- CO2 UNDERSTAND basic operations of a Travel Agency & tour conduction
- CO3 APPLY, EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
- CO4 ANALYSING Analyze changing trends in Travel & Transport industry: Domestic & International
- CO5 EVALUATING INTERPRET the impacts of Tourism Industry globally & practicing of Eco-Tourism
- CO6 CREATING BUILD new concepts of Eco-Tourism according to customer requirements

Course Contents

UNIT-I	Basic Concepts	08 Hours
Introduction: Tourism Definitions and Concepts, Components of tourism, Geographic components of tourism, Types of Tourists, Visitor, Traveler, and Excursionist, Differentiation Tourism, Recreation and leisure, adventure tourism, their inter–relationships, Tourism organization / Institutions, Role and functions of International agencies in Hospitality industry.		
UNIT-II	Travel Management	08 Hours
Travel Management: Travel Agency and Tour Operation Business, Functions of Travel Agency, Setting up a full-fledged Travel Agency - Sources of Income of a travel agency, Diversification of Business, Travel and Health Insurance, Forex, Cargo & MICE, Documentation, IATA Accreditation, Recognition from Government.		
UNIT-III	Tour Planning	09 Hours
Tour Planning: Tour Packaging & Costing , Importance of Tour, Packaging, Classifications of Tour Packages, Components of Package Tours, Concept of costing, Types of costs, Components of tour cost, Preparation of cost sheet, Tour pricing, Calculation of tour price, Pricing strategies		
UNIT-IV	Tourism Management	08 Hours
Tourism Management: Tourism infrastructure, Tourism organizations, Travel motivators, Leisure or holiday Tourism, Visiting friends and Relatives (VFR), Cultural Tourism, Adventure Tourism, Sports Tourism, Religious Tourism, Business Tourism, Medical Tourism, Alternative Forms of tourism-Tourism Products and types.		
UNIT-V	Eco Tourism	09 Hours
Eco Tourism: Evolution, Principles, Trends and Functions of Ecotourism, Themes, Eco-tel and Eco resorts, Fundamentals of Ecology- Basic Laws & ideas in Ecology, Function and Management Ecosystem, Biodiversity and its Conservation, Pollution, Ecological Foot Prints, Mass Tourism Vs Ecotourism, Typology of Eco-tourists, Ecotourism Activities & Impacts, Western and Eastern Views of Ecotourism		

BOOKS:

Suggested Text Books :

- Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993) Macmillan/ McGraw, Singapore

Suggested Reference Books :

- Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi.

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – IV, [MBAM2106THBM] Ethical and Regulatory Aspects of Tourism Business

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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COURSE OBJECTIVE: To apprise the students about the ethical and legal dimensions of Tourism. It will include a greater understanding of the ethics, its utility for business and tourists. The legal dimension shall include the knowledge of the laws relevant for tourism. The focus of the paper is to make comprehensive view of the ethical and legal issues pertaining to tourism.

COURSE OUTCOMES :

- CO1 REMEMBERING DEFINE Concept & process of Regulatory Aspects of Tourism Business
- CO2 UNDERSTAND, DISCUSS Strategic management for Ethical Business.
- CO3 APPLY, IMPLEMENT strategies to Regulate Tourism Business.
- CO4 ANALYSE Suitable strategies for ethical practices.
- CO5 EVALUATE Current market scenario & suggest strategies that can be utilized for Ethical business.

Course Contents

UNIT-I	Business Ethics	05 Hours
The nature of Business Ethics. Moral versus non moral standards. Ethics and law. Ethics and religion. Ethical relativism. Ethical issues in tourism business. Social responsibility of tourism business.		
UNIT-II	Ethical Theories	06 Hours
Ethical Theories and principles. Consequentialist and non- consequentialist theories of Ethics, Egoism, Utilitarianism, Kants Ethics. Rights and duties. Justice and fairness. The Ethics of care. Virtue Ethics. Implications for Tourism industry.		
UNIT-III	Tourism Legislation	06 Hours
Tourism Legislation, Sources of Tourism Law, The Indian Scenario Laws related to Ancient Monuments The Ancient Monuments Act. Regulations made by the Archaeological Survey of India, Guidelines issued by the Ministry of Culture. Legislation for hospitality and catering.		
UNIT-IV	Regulatory Laws	05 Hours
Regulatory Laws for Tourism Business in India: Inbound and outbound travel. Transport industry and Airlines. Accommodation and Hotel Industry. Foreign Exchange Regulation Act. Tourist related Laws: Citizenship, Passport, Visa, Foreigners, Foreigners Registration, customs Acts.		
UNIT-V	Environment	06 Hours
Definition of Environment, Environmental Protection Act, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers. Consumer Protection Act, Right to Information Act.		

BOOKS:

1. David A. Fennell., Tourism Ethics. Kindle , Kindle Publishing House.
2. Glen Cohen, Patients with Passports: Medical Tourism, Law and Ethics. OUP USA.
3. Gupta S.K, Foreign Exchange Laws and Practice, Taxman Publications Delhi.
4. Shrivastava. Tourism ethics, Centrum Press.
5. Malik, S.S, Ethical, Legal and Regulatory aspects of Tourism Business, Rahul, Delhi
6. Sajnani M, Indian Tourism Business, a Legal Perspective
7. Manuel G. Velasquez, Business Ethics Concepts and Cases, Phi Learning Pvt Ltd.

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – IV, [MBAM2107THBM] Strategic Hospitality Management

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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COURSE OBJECTIVE : On successful completion of the course the learner will be able to understand the concepts of strategic hospitality management.

COURSE OUTCOMES :

- CO1 DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry
- CO2 DISCUSS Strategic management for various organizations factors influencing strategy formulations
- CO3 IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
- CO4 ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
- CO5 EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
- CO6 DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big players

Course Contents

UNIT-I	Basic Concepts	05 Hours
Introduction To Strategic Hospitality Management- Strategic Management–Origin, concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.		
UNIT-II	Micro And Macro Strategic Environment	06 Hours
Micro And Macro Strategic Environment- The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage.		
UNIT-III	Strategic Direction & Formulating Basic Strategies	06 Hours
Strategic Direction & Formulating Basic Strategies- Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring		
UNIT-IV	Implementing Strategies And Establish Control Systems-	05 Hours
Implementing Strategies And Establish Control Systems- Inter organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.		
UNIT-V	Strategies For Hospitality Entrepreneurship-	06 Hours
Strategies For Hospitality Entrepreneurship- Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends.		

BOOKS:

Suggested Text Books :

Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases.

Suggested Reference Books :

- David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.
- Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth- Heinemann.

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(3.Tourism and Hospitality Business Management – Minor Specialization[#])
Semester – IV, [MBAM2108THBM] Revenue Management

Teaching Scheme: TH: 02 Hours/Week	Credit 02 (Additional)	Examination Scheme: In Sem. Evaluation : 20 Marks Mid Sem. Exam : 30 Marks Total :50 Marks
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COURSE OBJECTIVE: On successful completion of the course the learner will be able to understand the concepts of Revenue Management in Hospitality.

COURSE OUTCOMES :

- CO1 REMEMBERING DESCRIBE Basic concepts & terminologies related to finance & revenue
- CO2 UNDERSTANDING EXPLAIN Flow of cash, capital, investment, loan & generation of revenue from various sectors of Hospitality Franchising, leasing & renting out properties.
- CO3 APPLYING DETERMINE the utilization of available funds for business maximization
- CO4 ANALYSING To ANALYSE Financial status of the organisation
- CO5 EVALUATING MEASURE the relation between income & outflow of revenue, profit & loss of organization Budgeting of required necessities Forecasting business & making necessary investments
- CO6 CREATING DEVELOP Business plan for future prospectus of organization Business proposals & expansions

Course Contents

UNIT-I	Basic Concepts	06 Hours
Introduction: A Basic Understanding of Financial Management – Profit vs Wealth Maximization- Time value of money - Financial Markets- Capital Markets, Money Market - Financial Instruments-- Key Financial Intermediaries in the Hospitality Industry.		
UNIT-II	Relationship between Risk and Rewards	05 Hours
Relationship between Risk and Rewards: Risk. Returns and Distributions – Diversification - Beta. Expected Return and the Security Market Line- Bonds - Bond Features-. Bond Ratings. Valuing Corporate Bonds. Computing Yield to Maturity on Corporate Bonds. Bonds with Semi-Annual Coupon Payments. Preferred Stock- Basic Preferred Stock Terminology. Preferred Stock Features. Valuing Preferred Stock - Common Stock-Common Stock Features. Valuing Common Stock. General Dividend Valuation Model - Zero-Growth Dividend Valuation Model. Constant-Growth Dividend Valuation Model. Valuing Common - Stock with Multiple Growth Rates. - Investors Rate of Return and Growth.		
UNIT-III	Cost of Capital and Capital Structure	06 Hours
Cost of Capital and Capital Structure : The Weighted Average Cost of Capital - The Cost of Debt- The Cost of Preferred Stock - Cost of Internal Equity - Cost of. External Common		
UNIT-IV	Equity	05 Hours
Equity - New Issues of Common Stock Financial Planning for the Hospitality- Capital Structure Theory - Factors in the Determination of a Firms Capital Structure.		
UNIT-V	Capital Budgeting and Working Capital Management	06 Hours
Capital Budgeting and Working Capital Management: Classifying Capital Budgeting Projects- The Capital Budgeting Decision and Cash Flow Estimation - Uses -Managing Working Capital Other Financial Issues: Leasing, Expansion, Franchising - Asset Management in the Hospitality Industry- Valuation of Hospitality Real Estate - Hotel Appraisal Requirements - The Hotel Appraisal Process -Approaches to Hotel Valuation -Thumb rules-Revenue Multipliers.- Reconciliation		

BOOKS:

Suggested Text Books :

- T1: I.M.Pandey, Financial Management, Vikas.
- T2: M.Y. Khan & Jain, Financial Management, McGraw-Hill.

Suggested Reference Books :

- R1: Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Management: Prentice Hall R2: US. William P. Andrew, James W. Damitio, Ph.D, CMA,Raymond S. Schmidgall

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