



School of Commerce and Management
Punyashlok Ahilyadevi Holkar
Solapur University, Solapur

Syllabus for

Master of Business Administration
(MBA)

Under the

Faculty of Commerce and Management

with

Choice Based Credit System (CBCS)

(w. e. f. June 2019)



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School of Commerce and Management

1. Name and Nature of Program

Name of Program: **Master of Business Administration (MBA)**.

Nature of the Program: MBA is TWO year Full time post-graduate degree Program.

2. Objectives

The basic objectives of MBA Program are the following;

1. To provide competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business.
2. To nurture entrepreneurial skills among young generation and make them effective change agents.
3. To contribute towards better management practices in the country and the world by offering quality management education.
4. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

3. Eligibility for Admission

Students seeking admission for MBA Program are required to fulfill following eligibility criteria.

- i. Candidate should have passed with minimum 50% marks in aggregate (45% marks in case of Backward class candidates from Maharashtra State only) in any full time Bachelor's Degree of Minimum 3 years duration in any discipline recognized by Association of Indian Universities.
- ii. Obtained score in one of the following CET examinations conducted by the Competent Authority. CET conducted by the Competent Authority, MBA/MMS



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CET by Maharashtra State Competent Authority, Graduate Management Aptitude Test Conducted by Graduate Management Admission Council, United States of America (GMAT), Common Admission Test conducted by Indian Institute of Management (CAT), Management Aptitude Test Conducted by All India Management Association (MAT), Entrance Test for Management Admissions conducted by The Association of Indian Management Schools.(ATMA), Xavier Aptitude Test conducted by Xavier School of Management Jamshedpur (XAT) and Common Management Aptitude Test Conducted by All India Council for Technical Education (CMAT).

- iii. Candidate should have completed the admission related process as prescribed by the Competent Authority (A.I.C.T.E. and DTE).

4. Course

A 'course' is a component of MBA Program. An individual paper or subject will be referred to as course. Each course is identified by a unique course code. Each course weightage defined by credit.

The syllabus contains specific objective in each course. A course may be comprises lectures/ tutorials/ laboratory work/ field work/ project work/ vocational training/ Viva voce etc. or a combination of some of these.

The curriculum comprises of Hard Core, Soft Core and Skill Core.

Hard Core:

The hard core courses are the foundation courses of Management Education. They are compulsory for all the students. This is the course which should mandatory be studied by a candidate as a core requirements to complete the essential of a MBA degree Program. Therefore, these courses cannot be substituted by any other courses. Such courses are known as Hard Core Theory.



Soft Core:

A core courses may be a subject core if there is a choice or an option for the candidate to choose from a broad category (grouping) of Subject (Specification / Elective). These are known as Soft Core Theory.

Specializations Offered:

There are two specializations offered. MBA Part- I has Core Specialization and MBA Part-II has Dual Specialization as per following. However, student may opt any two specialization from core specializations in part-I and part-II.

MBA Part-I (Core Specialization)

1. Marketing Management
2. Financial Management
3. Human Resources Management
4. Information Technology Management
5. International Business Management
6. Operations Management

MBA Part-II (Dual Specialization)

1. Tourism and Hospitality Management
2. Banking Management
3. Insurance Management
4. Hospital Management
5. Entrepreneurship Development
6. Retail Management
7. Textile Management
8. Agribusiness and Rural Management
9. Business Economics



Skill Core:

These courses are a course which can be chosen from a pool of courses. It aims to nurturing student's proficiency and skills. It has very specialized or advanced courses focusing on a specific aspects. It is enabling an exposure to some other discipline or domain like language, communication and computer etc.

Open Elective:

A subject elective course chosen generally from an unrelated discipline/ subject, with an intention to seek cross-functional exposures is called Open Elective. The open elective provided in the MBA syllabus is not obtainable to MBA students, this course may be opt by the other school/ departmental students. For MBA students, there are numbers of Open elective courses are offered by various schools/ departments of the University. Students can chose any course as per their interest.

5. Pattern

The Program consists of 4 Semesters and adopts the Choice Based Credit System (CBCS) and Grading System. Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works with the view to ensure worldwide recognition, acceptability, horizontal as well as vertical mobility for students completing post graduate degree, the Solapur University is implementing. So the fundamental premise that students are mature individuals, capable of making their own decisions.

Credit is a numerical value that indicates student's work load (Lectures, Seminars, Assignments, Group Exercises, seminars, mini projects etc.) to complete a course unit. In the university 10 contact hours constitute one credit (As per AICTE norms). The contact hours are transformed into Credits. As per present norms, there are 4 contact hours per



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paper (subject) per week which works out to be 40 contact hours per paper (subject) per semester.

In the University, the evaluation process includes a 70 + 30 pattern wherein the candidate has to appear for University Evaluation for 70 marks and a Continuous Internal Evaluation of 30 marks. This format is applicable for theory as well as practical subjects.

6. MBA Program Structure

Choice Based Credit System (w.e.f. June 2019-20)

Core	Code	Title of the Paper	Semester Exam			Credits
			Theory	I A	Total	
Semester I						
Hard Core	HCT 1.1	Principles & Practices of Management	70	30	100	4
	HCT 1.2	Managerial Economics	70	30	100	4
	HCT 1.3	Business Law	70	30	100	4
	HCT 1.4	Accounting for Management	70	30	100	4
Semester II						
Hard Core	HCT 2.1	Organisational Behaviour	70	30	100	4
	HCT 2.2	Research Methodology in Management	70	30	100	4
	HCT 2.3	Statistics for Management	70	30	100	4
Semester III						
Hard Core	HCT 3.1	Strategic Management	70	30	100	4
	HCT 3.2	E-Business	70	30	100	4
	HCT 3.3	Event Management	70	30	100	4
Semester IV						
Hard Core	HCT 4.1	Business Ethics & Corporate Governance	70	30	100	4

	HCT 4.2	Environment Management	70	30	100	4
	HCT 4.3	Corporate Social Responsibility	70	30	100	4

Core Specialization

Semester	Code	Title of the Paper	Semester Exam			Credits
			Theory	I A	Total	
		Marketing Management				
Soft Core	SCT 1.1	Marketing Management	70	30	100	4
	SCT 1.2	Product & Brand Management	70	30	100	4
	SCT 2.1	Consumer Behaviour	70	30	100	4
	SCT 2.2	Digital Marketing	70	30	100	4
		Financial Management				
Soft Core	SCT 1.3	Financial Management	70	30	100	4
	SCT 1.4	Security Analysis and Portfolio Management	70	30	100	4
	SCT 2.3	Management Accounting	70	30	100	4
	SCT 2.4	Corporate Taxation	70	30	100	4
		Human Resource Management				
Soft Core	SCT 1.5	Human Resources Management	70	30	100	4
	SCT 1.6	Training & Development	70	30	100	4
	SCT 2.5	Performance & Talent Management	70	30	100	4
	SCT 2.6	Competency Mapping	70	30	100	4



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Soft Core	Information Technology Management					
	SCT 1.7	IT Management & Cyber Laws	70	30	100	4
	SCT 1.8	System Analysis & Design	70	30	100	4
	SCT 2.7	Software Quality Management	70	30	100	4
	SCT 2.8	Cloud Computing	70	30	100	4
Soft Core	International Business Management					
	SCT 1.9	International Economics	70	30	100	4
	SCT 1.10	International Financial System	70	30	100	4
	SCT 2.9	International Marketing	70	30	100	4
	SCT 2.10	Import/Export Policies & Procedures	70	30	100	4
Soft Core	Operations Management					
	SCT 1.11	Operations Management	70	30	100	4
	SCT 1.12	Total Quality Management	70	30	100	4
	SCT 2.11	Materials And Purchase Management	70	30	100	4
	SCT 2.12	Operations Strategy	70	30	100	4



Dual Specialization

Core	Code	Title of the Paper	Semester Exam			Credits
			Theory	I A	Total	
Soft Core	Tourism and Hospitality Management					
	SCT 3.1	Fundamentals of Hospitality Management	70	30	100	4
	SCT 3.2	Tourism and Travel Management	70	30	100	4
	SCT 4.1	Accommodation Management	70	30	100	4
	SCT 4.2	Facility and Security Management	70	30	100	4
Soft Core	Banking Management					
	SCT 3.3	Banking Operations Management	70	30	100	4
	SCT 3.4	Retail & Universal Banking	70	30	100	4
	SCT 4.3	E-Banking	70	30	100	4
	SCT 4.4	Marketing of Financial Services	70	30	100	4
Soft Core	Insurance Management					
	SCT 3.5	Principles and Practices of Life Insurance	70	30	100	4
	SCT 3.6	Practice of General Insurance	70	30	100	4
	SCT 4.5	Corporate Insurance Management	70	30	100	4
	SCT 4.6	Marketing of Insurance Services	70	30	100	4
Soft Core	Hospital Management					
	SCT 3.7	Operations and Quality Management in Hospitals	70	30	100	4
	SCT 3.8	Hospital Services Marketing	70	30	100	4

	SCT 4.7	HRM and Medical Audit	70	30	100	4
	SCT 4.8	Risk And Disaster Management In Hospital	70	30	100	4
	Entrepreneurship Development					
Soft Core	SCT 3.9	Entrepreneurship and Ethics	70	30	100	4
	SCT 3.10	Perspectives on Startups	70	30	100	4
	SCT 4.9	Management of Small Business	70	30	100	4
	SCT 4.10	Corporate Entrepreneurship	70	30	100	4
	Retail Management					
Soft Core	SCT 3.11	Introduction To Retailing	70	30	100	4
	SCT 3.12	Retail Store & Operation Management	70	30	100	4
	SCT 4.11	Warehouse Management	70	30	100	4
	SCT 4.12	Retail Selling Skill	70	30	100	4
	Textile Management					
Soft Core	SCT 3.13	Indian Textile Industry	70	30	100	4
	SCT 3.14	Yarn and Fabric Manufacturing	70	30	100	4
	SCT 4.13	Wet Processing and Garment Manufacturing Technology	70	30	100	4
	SCT 4.14	Apparel and Garment Merchandising	70	30	100	4
	Agri-business and Rural Management					
Soft Core	SCT 3.15	Agriculture and Indian Economy	70	30	100	4
	SCT 3.16	Rural Development	70	30	100	4

	SCT 4.15	Agricultural Marketing	70	30	100	4
	SCT 4.16	ICT for Agriculture Management	70	30	100	4
	Business Economics					
Soft Core	SCT 3.17	Fundamentals of Econometrics	70	30	100	4
	SCT 3.18	Mathematical Economics for Business	70	30	100	4
	SCT 4.17	Econometric Modelling and Business Analysis	70	30	100	4
	SCT 4.18	Economics of Business Strategy	70	30	100	4

Skill Core

Core	Code	Title of the Paper	Semester Exam			Credits
			Theory	I A	Total	
	Semester I					
Skill Core	SCP 1.1	Communication Enhancement	70	30	100	4
	SCP 1.2	Information and Technology Skill	70	30	100	4
	Semester II					
Soft Core	SCP 2.1	Employability Skills	70	30	100	4
	SCP 2.2	Data Analysis Using Software Tools	70	30	100	4
	Semester III					
Soft Core	SCP 3.1	Summer Internship Project	70	30	100	4
	SCP 3.2	Major Project	70	30	100	4



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Soft Core	Semester IV					
	SCP 4.1	Corporate Excellence	70	30	100	4
	SCP 4.2	Computer Application Management	70	30	100	4

Open Elective

Core	Code	Title of the Paper	Semester Exam			Credits
			Theory	I A	Total	
Open Elective	Semester II					
	OET 2.1	Office Management-I	70	30	100	4
	Semester III					
	OET 3.1	Office Management-II	70	30	100	4

L = Lecture T = Tutorials P = Practical IA= Internal Assessment

HCT Hard Core Theory

SCT= Soft Core Theory

HCP= Hard Core Practical

SCP=Soft Core Practical

OET= Open Elective Theory

OEP= Open Elective Practical

SCT= Skill Core Theory

SCP= Skill Core Practical

4 Credits of Theory = 4 Hours of Teaching per Week

2 Credits of Practical = 4 hours per Week

MP= Major Project

7. Tutorial

End of each semester students require to submit tutorial assignments, which has carried 25 marks and 1 credit for each semester. These tutorials include Literature Review/ Book Review, Case Studies, Research Paper and Research Article related with a particular



topic of their opted specialization. This will need to complete under the guidance of mentor. This should be in written form either handwritten or computer typed format.

8. Summer Internship Project

At the end of Second Semester each student shall undertake a Summer Internship Project for 4 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the school/ department about the topic and organization before commencing the summer internship project. The summer internship project may or may not have a Functional Focus, i.e. the student may take up a summer internship project in his/her intended area of specialization or in any other functional area of management. Ideally the summer internship project should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.

SIP can be carried out in:

- a) Corporate Entity
- b) NGO
- C) SME
- d) Government Undertaking
- e) Cooperative Sector

Summer internship project may be a research project — based on primary/ secondary data or may be an operational assignment involving working by the student on a given task assignment/project/ etc. in an organization /industry. It is expected that the summer internship project shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be documented and supported by -

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken



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4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles.

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 4 weeks of work and justify the same. The completion of the summer internship project shall be certified by the respective Faculty Guide & approved by the Director of the school / department. The external organization (Corporate/ NGO/ SME/ Government Entity/ Cooperative etc.) shall also certify the summer internship project work.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before end of Sem. III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

Summer internship project shall have a weightage of 4 credits. The Institute shall conduct an internal viva-voce for evaluation of the summer internship project for 70 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the summer internship project for 30 marks. The examiners panel for the same shall include one external faculty member nominated and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 10 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student.
2. Students understanding of the organization and business environment.
3. Outcome of the project.



4. Utility of the project to the organization.

5. Basic analytical capabilities.

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

9. Dissertation (Major Projects)

In Semester III the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the School/ department.

Dissertation shall have a weightage of 4 credits. The School/ department shall conduct a viva-voce for evaluation of the dissertation, for 70 marks. The panel shall comprise 2 internal Faculty members (One who has supervised the student and the other one as Jury) nominated by the Director. The Institute may invite an additional external



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examiner from the industry. Copies of Dissertation report and records of evaluation shall be maintained by the school/ department for a period of 3 academic years.

10. Schedule of Teaching and Examination

M.B.A. is full time Master's Degree program. The curriculum of the course is of Two years divided into four semesters. The teaching for Semester I and III should be conducted from 20th July to 20th November and teaching for Semester II and IV should be conducted from 1st January to 20th April. There will be an End of Semester University Examination in December and May for all Semesters. In addition there will be internal assessment for each paper conducted by the respective institute.

11. Internal Evaluation

The internal evaluation will be undertaken on continuous basis for 30 marks. Following are the few of suggestion components for internal evaluation

Sr. No.	Elements for continuous Evaluation
1	Seminar / Group Exercises
2	Case Studies / Caselet / Situation Analysis
3	Internal Exam/ Class Test/ Unit Test
4	Written Home Assignments
5	Computer Lab Exercise
6	Class attendance and participation
7	Open Book Test
8	Field Visit/ Study tour and Report of the same
9	Group Discussion
10	Role Play/ Story Telling
11	Industry Analysis



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12	Literature Review/ Book Review
13	Quiz Composition
14	Model Development/ Simulation Exercises
15	Internal Viva-Voce/ In-depth Viva

The internal evaluation should be done by the university school/department/institute accordingly throughout the semester and internal marks shall be sending to the university through Online Portal before the End of Semester Examination

12. Passing Criteria and ATKT Rules

- Every student must secure a minimum of 40% marks for each subject in End of Semester University Examination and Continuous Internal Evaluation separately for passing in the respective subject.
- The student has to secure a minimum of 4.0 grade points (Grade C) in each paper. A student who secures less than 4.0 grade point (39% or less marks, Grade FC/FR) will be declared 'Fail' in that paper (subject) and shall be required to reappear for respective paper.
- A student who fails in University Examination (Theory) & passed in Continuous Internal Evaluation of the same paper (subject) shall be given FC Grade. Such student will have to reappear for University Examination Only
- A student who fails in Continuous Internal Evaluation and passed in University examination (Theory) shall be given FR Grade. Such student will have to reappear for both University examination as well as Continuous Internal Evaluation.

The M.B.A. examination will be held in four semesters. The student will eligible to appear for the examination with a minimum attendance of 75%.



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- a. A candidate failing in any number of subjects of Semester I, II and III, may be allowed to keep the term for Semester-IV.
- b. A candidate will not be awarded degree unless he/she has passed all subjects of all the semester examinations.

13. Conversion of Marks into Grades

A table for the conversion of the marks obtained by students in each paper (out of 100) to grade and grade points is given below:

Sr. No.	Range of Marks	Grade	Grade Points
1	80 – 100	O	10
2	70 – 79	A+	9
3	60 – 69	A	8
4	55 – 59	B +	7
5	50 – 54	B	6
6	45 – 49	C +	5
7	40 – 44	C	4
8	≤ 39	FC	0 -Failed in Semester Exam
9	≤ 39	FR	0 - Failed in Internal Assessment

14. Conversion of Average Grade Points into grades

The student's performance of course will be evaluated by assigning a letter grade on ten points scale as given below:



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CGPA / CBCS / FGPA / SGPA	Letter Grade
9.5 – 10	O
8.5 – 9.4	A+
7.5 – 8.4	A
6.5 – 7.4	B+
5.5 – 6.4	B
4.5 – 5.4	C+
4.0 – 4.4	C
< =3.9	FC
< =3.9	FR

15. Additional Specialization

A student who has passed the M.B.A. Examination of this University with any two electives may be allowed to appear for the M.B.A. examination again, in any other one elective, by paying (30%) of the Tuition Fees for that academic year.

16. Improvement in Marks

A student who has passed the MBA examination of this university and has secured less percentage in the last year may be allowed for class improvement in any of the two subjects of last year.



17. Degree Completion

In case a student fails to complete the degree within the stipulated period of 6 years, such a student will be declared INCOMPLETE EXIT and in such a case the student can seek a fresh admission as per the admission rules prevailing at that time.

18. University Question Paper Pattern

The University Examination for all papers will be of 70 marks in the following pattern:
The Question Paper Consists of 5 questions of 14 marks each which are to be answered

- Q. No. 1 will be compulsory question based on multi choice basis four alternatives will be provided out of which correct one must selected.
- Q. No. 2 and 3 will be short note/answer/problem questions. Candidate has to attempt both two questions. Each question will contain 7 marks each.
- Q. No. 4 and 5 will be broad answer/ problems/case study types questions. Candidate has to attempt any one question from two alternative questions.



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Nature of Question Paper for M.B.A. Semester Pattern
Model Question Paper
(w.e.f. June 2019)

Time: 2.30 hrs.

Total Marks : 70

- | | |
|--|-----------|
| Q.1 Multiple Choice Questions. | 14 |
| (four alternative should be given) | |
| 1 ----- | |
| (a) (b) (c) (d) | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |
| 8 | |
| 9 | |
| 10 | |
| 11 | |
| 12 | |
| 13 | |
| 14 | |
| Q.2 Answer the following | |
| (short note/ Short problem/ Short answer) | |
| (A) | 7 |
| (B) | 7 |
| Q.3 Answer the following | |
| (short note/ Short problem/ Short answer) | |
| (A) | 7 |
| (B) | 7 |
| Q.4 Answer any one (Long problem/ answer) | 14 |
| (A) | |
| OR | |
| (B) | |
| Q.5 Answer any one (Long problem/ answer/ Case Study) | 14 |
| (A) | |
| OR | |
| (B) | |



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Course Structure: M.B.A.

Choice Based Credit System (w.e.f. June 2019-20)

Semester First	Code	Title of the Paper	Semester Exam			L	T	P	Credits
			Theory	I A	Total				
Hard Core									
	HCT 1.1	Principles & Practices of Management	70	30	100	4	0	0	4
	HCT 1.2	Managerial Economics	70	30	100	4	0	0	4
	HCT 1.3	Business law	70	30	100	4	0	0	4
	HCT 1.4	Accounting for Management	70	30	100	4	0	0	4
Soft Core (Any One Group)									
	Marketing Management								
	SCT 1.1	Marketing Management	70	30	100	4	0	0	4
	SCT 1.2	Product & Brand Management	70	30	100	4	0	0	4
	Financial Management								
	SCT 1.3	Financial Management	70	30	100	4	0	0	4
	SCT 1.4	Security Analysis and Portfolio Management	70	30	100	4	0	0	4
	Human Resource Management								
	SCT 1.5	Human Resources Management	70	30	100	4	0	0	4
	SCT 1.6	Training & Development	70	30	100	4	0	0	4
	Information Technology Management								
	SCT 1.7	IT Management & Cyber Laws	70	30	100	4	0	0	4



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	SCT 1.8	System Analysis & Design	70	30	100	4	0	0	4
International Business Management									
	SCT 1.9	International Economics	70	30	100	4	0	0	4
	SCT 1.10	International Financial System	70	30	100	4	0	0	4
Operations Management									
	SCT 1.11	Operations Management	70	30	100	4	0	0	4
	SCT 1.12	Total Quality Management	70	30	100	4	0	0	4
Skill Core									
	SCP 1.1	Communication Enhancement	70	30	100	0	0	4	4
	SCP 1.2	Information and Technology Skill	70	30	100	0	0	4	4
	Tutorial / Review		00	25	25	0	1	0	1
Total (First Semester)			560	265	825	32	1	8	33



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Semester Second	Code	Title of the Paper	Semester Exam			L	T	P	Credits
			Theor y	I A	Total				
Hard Core									
	HCT 2.1	Organisational Behaviour	70	30	100	4	0	0	4
	HCT 2.2	Research Methodology in Management	70	30	100	4	0	0	4
	HCT 2.3	Statistics for Management							4
Soft Core (Any One Group)									
Marketing Management									
	SCT 2.1	Consumer Behaviour	70	30	100	4	0	0	4
	SCT 2.2	Digital Marketing	70	30	100	4	0	0	4
Financial Management									
	SCT 2.3	Management Accounting	70	30	100	4	0	0	4
	SCT 2.4	Corporate Taxation	70	30	100	4	0	0	4
Human Resource Management									
	SCT 2.5	Performance & Talent Management	70	30	100	4	0	0	4
	SCT 2.6	Competency Mapping	70	30	100	4	0	0	4
Information Technology Management									
	SCT 2.7	Software Quality Management	70	30	100	4	0	0	4
	SCT 2.8	Cloud Computing	70	30	100	4	0	0	4
International Business Management									
	SCT 2.9	International Marketing	70	30	100	4	0	0	4



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	SCT 2.10	Import/Export Policies & Procedures	70	30	100	4	0	0	4
Operations Management									
	SCT 2.11	Materials And Purchase Management	70	30	100	4	0	0	4
	SCT 2.12	Operations Strategy	70	30	100	4	0	0	4
Open Elective									
	OET 2.1	Office Management-I	70	30	100	4	0	0	4
Skill Core									
	SCP 2.1	Employability Skills	70	30	100	0	0	4	4
	SCP 2.2	Data Analysis Using Software Tools	70	30	100	0	0	4	4
	Tutorial/ Case Study		00	25	25	0	1	0	1
Total (Second Semester)			560	265	825	32	1	8	33



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Semester Third	Code	Title of the Paper	Semester Exam			L	T	P	Credits
			Theory	I A	Total				
Hard Core									
	HCT 3.1	Strategic Management	70	30	100	4	0	0	4
	HCT 3.2	E-Business	70	30	100	4	0	0	4
	HCT 3.3	Event Management	70	30	100	4	0	0	4
Soft Core (Any One Group)									
Tourism and Hospitality Management									
	SCT 3.1	Fundamentals of Hospitality Management	70	30	100	4	0	0	4
	SCT 3.2	Tourism and Travel Management	70	30	100	4	0	0	4
Banking Management									
	SCT 3.3	Banking Operations Management	70	30	100	4	0	0	4
	SCT 3.4	Retail & Universal Banking	70	30	100	4	0	0	4
Insurance Management									
	SCT 3.5	Principles and Practices of Life Insurance	70	30	100	4	0	0	4
	SCT 3.6	Practice of General Insurance	70	30	100	4	0	0	4
Hospital Management									
	SCT 3.7	Operations and Quality Management in Hospitals	70	30	100	4	0	0	4
	SCT 3.8	Hospital Services Marketing	70	30	100	4	0	0	4
Entrepreneurship Development									
	SCT 3.9	Entrepreneurship and Ethics	70	30	100	4	0	0	4

	SCT 3.10	Perspectives on Startups	70	30	100	4	0	0	4
Retail Management									
	SCT 3.11	Introduction to Retailing	70	30	100	4	0	0	4
	SCT 3.12	Retail Store & Operation Management	70	30	100	4	0	0	4
Textile Management									
	SCT 3.13	Indian Textile Industry	70	30	100	4	0	0	4
	SCT 3.14	Yarn and Fabric Manufacturing	70	30	100	4	0	0	4
Agribusiness and Rural Management									
	SCT 3.15	Agriculture and Indian Economy	70	30	100	4	0	0	4
	SCT 3.16	Rural Development	70	30	100	4	0	0	4
Business Economics									
	SCT 3.17	Fundamentals of Econometrics	70	30	100	4	0	0	4
	SCT 3.18	Mathematical Economics for Business	70	30	100	4	0	0	4
Open Elective									
	OET 3.1	Office Management-II	70	30	100	4	0	0	4
Skill Core									
	SCP 3.1	Summer Internship Project	70	30	100	0	0	4	4
	SCP 3.2	Major Project	70	30	100	0	0	4	4
	Tutorial/ Research Paper		00	25	25	0	1	0	1
Total (Third Semester)			560	265	825	32	1	4	33



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Semester Four	Code	Title of the Paper	Semester Exam			L	T	P	Credits
			Theory	I A	Total				
Hard Core									
	HCT 4.1	Business Ethics & Corporate Governance	70	30	100	4	0	0	4
	HCT 4.2	Environment Management	70	30	100	4	0	0	4
	HCT 4.3	Corporate Social Responsibility	70	30	100	4	0	0	4
Soft Core (Any One Group)									
Tourism and Hospitality Management									
	SCT 4.1	Accommodation Management	70	30	100	4	0	0	4
	SCT 4.2	Facility and Security Management	70	30	100	4	0	0	4
Banking Management									
	SCT 4.3	E-Banking	70	30	100	4	0	0	4
	SCT 4.4	Marketing of Financial Services	70	30	100	4	0	0	4
Insurance Management									
	SCT 4.5	Corporate Insurance Management	70	30	100	4	0	0	4
	SCT 4.6	Marketing of Insurance Services	70	30	100	4	0	0	4
Hospital Management									
	SCT 4.7	HRM and Medical Audit	70	30	100	4	0	0	4
	SCT 4.8	Risk And Disaster Management In Hospital	70	30	100	4	0	0	4
Entrepreneurship Development									

	SCT 4.9	Management of Small Business	70	30	100	4	0	0	4
	SCT 4.10	Corporate Entrepreneurship	70	30	100	4	0	0	4
Retail Management									
	SCT 4.11	Warehouse Management	70	30	100	4	0	0	4
	SCT 4.12	Retail Selling Skill	70	30	100	4	0	0	4
Textile Management									
	SCT 4.13	Wet Processing and Garment Manufacturing Technology	70	30	100	4	0	0	4
	SCT 4.14	Apparel and Garment Merchandising	70	30	100	4	0	0	4
Agribusiness and Rural Management									
	SCT 4.15	Agricultural Marketing	70	30	100	4	0	0	4
	SCT 4.16	ICT for Agriculture Management	70	30	100	4	0	0	4
Business Economics									
	SCT 4.17	Econometric Modelling and Business Analysis	70	30	100	4	0	0	4
	SCT 4.18	Economics of Business Strategy	70	30	100	4	0	0	4
Skill Core									
	SCP 4.1	Corporate Excellence	70	30	100	0	0	4	4
	SCP 4.2	Computer Application Management	70	30	100	0	0	4	4
	Tutorial/ Research Article		00	25	25	0	1	0	1
Total (Fourth Semester)			490	235	725	24	1	4	29



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L = Lecture T = Tutorials P = Practical IA= Internal Assessment

SCP=Soft Core Practical

SCT= Soft Core Theory

HCP= Hard Core Practical

HCT= Hard Core Theory

SCP= Skill Core Practical

SCT=Skill Core Theory

OET= Open Elective Theory

OEP= Open Elective Practical

4 Credits of Theory = 4 Hours of Teaching per Week

4 Credits of Practical = 4 Hours per Week



Semester- I

Semester : I	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 1.1		70	30	100	4	0	0	4
Subject Title	Principles & Practices of Management							
Objectives	1. To introduce Profession of Management and help the students gain understanding of the functions and responsibilities of the manager 2. To provide participants tools and techniques to be used in the performance of the managerial job, and enable them to analyse and understand the environment of the organisation.							
Module 1	Introduction							
Introduction Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts - Early - Modern - Postmodern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies- Behavioural School of Management Approach. Levels of Management, Skills required for a manager, Managerial roles. Management Lessons from Indian Philosophy – Vision, Effectiveness, Efficiency and Teamwork.								
Module 2	Planning							
Functions of Management: POSDCORB; Characteristics of Management; Planning: Meaning, nature – importance -Levels of planning. Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning.								
Module 3	Organizing & Staffing							
Organising: - Nature-Purpose-Principles-Organisational Structure and types - Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority – Principles in Organising – Line Vs Staff Authority – Networking and Virtual Organizations								



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Staffing: - Meaning, Principles in Staffing, Staffing Functions	
Module 4	Leadership & Modern Trends
<p>Directing: - Leadership – Leadership Traits – Leadership Styles – Principles in Directing –Emerging Trends in Management; Management of Creativity & Innovation – Creative Process – Managing E-Business</p> <p>World – Challenges – Management in Globalized Era – Organizational Social Responsibility</p>	
Module 5	Management Control
<p>Control:- System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co ordination</p>	
Recommended Books	<ol style="list-style-type: none"> 1. K.Aswathapa, “ Essential of Business Administration”, Himalaya Publishing House 2. Harold Koontz & Heinz Weihrich, “Essentials of Management”, Tata McGraw-Hill,1998 3. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004. 4. Stephen P. Robbins and Mary Coulter, “Management”, Prentice Hall of India, 8th edition. 5. Tripathy PC and Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999. 6. Y.K. Bhusan, “Fundamentals of Business Organisation & Management”; Sultan Chand & Co., New Delhi.



Semester : I	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 1.2		70	30	100	4	0	0	4
Subject Title	Managerial Economics							
Objectives	The objective of the course is to acquaint the students with concepts and technologies needed in economics and to enable them to apply this knowledge in business decision making at firm level.							
Module 1	Introduction to Managerial Economics							
Micro & Macro Economics, Managerial Economics – Definition – Nature & Scope, Fundamental concepts in Managerial economics for decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle – Illustrations, Decision Making – Process and Conditions – Difference between Risk & Uncertainty.								
Module 2	Demand Analysis and Forecasting							
Meaning of Demand – Types of Demand – Law of Demand & its Exceptions, Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity, Demand Forecasting – Process – Statistical & Non-Statistical Techniques, Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.								
Module 3	Supply & Production							
Theory of Production – Meaning of Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Iso-quants – Producers’ Equilibrium, Economies of Scale – Types – Economies of Scope, Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.								
Module 4	Market Structure							
Market – Meaning & Elements, Classification of Markets – Markets based on Competition, Theory of Firm – Profit Maximization Rules, Price & Output Determination under Perfect Competition, Price & Output Determination under Monopoly – Monopoly Price Discrimination, Price & Output Determination under Monopolistic Competition, Price & Output Determination under Oligopoly – Kinked Demand curve model only.								



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Module 5	Macro-Economic Aspects
National Income Concepts – Measurement of National Income, An overview of Financial System in India, An overview of Fiscal & Monetary Policies in India, Balance of Payments: Causes of Disequilibrium & Remedies, Inflation in India – Causes & Remedies. Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India.	
Recommended Books	<ol style="list-style-type: none">1. Dwivedi D.N, Managerial Economics, Vikas Publications (ISBN 8125910042)2. P.L. Mehta, Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014-386-1)3. K.K. Dewett, Modern Economic Theory: Micro & Macro Analysis – Orient Book Distributors, New Delhi.4. V.L. Mote, Managerial Economics – Tata McGraw Hill, New Delhi5. Gaurav Dutt & Aswani Mahajan, Dutt & Sundaram's Indian Economy – Sultan Chand & Sons



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Semester : I	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 1.3		70	30	100	4	0	0	4
Subject Title	Business Law							
Objectives	To provide students with in-depth understanding of business related laws							
Module 1	Indian Contract Act 1872 and Sale of Goods Act 1930							
<p>Indian Contract Act 1872 Essential elements of a contract, performance and discharge of a contract, Offer and Acceptance, Consideration, Legality of Object, Capacity to contract, Free Consent, Modes of Discharge, Breach and Remedies, Quasi Contracts.</p> <p>Sale of Goods Act 1930 Formation of a contract of sales and its features, Conditions and warranties, Rights of an unpaid seller, Types of Goods, Distinction between sale and agreement to sell, Performance of contract.</p>								
Module 2	Companies Act 1956 & Companies Act, 2013							
<p>Comparative Study of the Companies Act, 1956 and the Companies Act, 2013 on the basis of the following</p> <p>Kinds of companies, Formation of a company, Memorandum of Association (M/A), Articles of Association (A/A), Prospectus, Meetings, Appointment and Removal of Directors, Shares, types of shares and dividends. Income Tax and GST.</p>								
Module 3	Arbitration and Conciliation Act 1996							
<p>Definition, Arbitration Agreement, Composition of Arbitral Tribunal, Jurisdiction of Arbitral Tribunal, Conduct of Arbitral Proceedings, Alternative, Dispute Resolution System</p>								
Module 4	Consumer Protection Act, 1986.							
<p>Introduction, consumer and consumer disputes, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute Complaint-Unfair Trade Practices – Restrictive Trade Practices Rights of Consumers, Consumer Disputes Redressal Agencies, consumer protection councils, Objectives and Need of the Competition Act, 2002.</p>								



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Module 5	Information Technology Act, 2000
<p>Introduction, Digital Signatures, Electronic governance, Cyber Laws, Cybercrime – types and remedies, Electronic records, controlling and certifying authority, cyber regulation appellate tribunals, Important Provision of Information Technology Act 2000.</p> <p>Intellectual Property Rights:</p> <p>Introduction, Scope and objective of Patent Act, 1970. Patentable and Non-patentable inventions. Types and overview of IPR, Types of Patents, Trademarks, Copyrights, Industrial designs, Important provisions with respect to – registration, renewal, revocation, remedies in case of infringement etc.</p>	
Recommended Books	<ol style="list-style-type: none">1. M.C.Kucchal, Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.2. N. D. Kapoor, Elements of Mercantile Law3. Dr. B. L Wghera, Universal Law Publication, Law relating to Intellectual Property4. Dr. Paranjpe, The Arbitration and ADR5. Dr. M. Dasgupta, Cyber Crime in India6. Avtar Singh, Law of Arbitration and Conciliation7. Lee Reach, Business Laws, Oxford University Press, UK8. M.C.Kucchal & Vivek Kucchal, Business Legislation for Management, Vikas, Publishing House (P) Ltd.



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Semester : I	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 1.4		70	30	100	4	0	0	4
Subject Title	Accounting for Management							
Objectives	1. To provide basic knowledge of accounting. 2. To study accounting concepts, conventions & standard. 3. To give knowledge about costs & cost accounting.							
Module 1	Introduction							
Need and Importance of Book keeping. Accounting, Accountancy, Accounting and Book-keeping, Users of accounting information, Branches of accounting, Basic accounting terms. Basic concepts and conventions of Double entry system, Accounting Standards, Principles of Double entry system, Golden rules of accounting.								
Module 2	Book Keeping							
Meaning, Format, Rules for debiting and crediting, Journal – Illustrations Meaning– Utility – Format – Posting – Balancing an account, Distinction between Journal and Ledger Trial Balance - Cash book, Bank reconciliation statement.								
Module 3	Final Account							
Final Accounts: Preparation of Trading Account, preparation of Profit & Loss Account and Balance Sheet.								
Module 4	International Accounting Standards							
Development of international accounting and financial reporting rules, need for International Financial Reporting Standards (IFRS), Disclosure of Accounting Policies, reporting needs of emerging economies.								
Module 5	Cost Accounting							
Cost Accounting – Meaning, Importance, Classification of Costs, Preparation of Cost sheet.								



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Recommended Books	<ol style="list-style-type: none">1. Arora M.N, Accounting for Management, Himalaya Publishing House, New Delhi.2. Gupta R.L, Advanced Accounting, Sultan Chand & Sons .3. Maheswari S.N and Maheswari S.K, Advanced Accounting, Vikas Publishing House, New Delhi.4. Cost Accounting : RSN Pillai, S. chand Publications5. Costing, Dr. GangadharKayande-Patil , Chaitnya Publications6. Cost Accounting - Dr. Jawaharlal - Tata McGraw-Hill7. Cost Accounting – Fundamentals, N k Agrawal &Deepali Jain, Asian Book Pvt Ltd.8. Cost and Management Accounting, M N Arora, Himalaya Publications9. Cost and Management Accounting – Ravi M. Kishore – Taxmann
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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Marketing Management	Theory	I A	Total				
Code : SCT 1.1			70	30	100	4	0	0
Subject Title	Marketing Management							
Objectives	1. To enhance the basics knowledge of marketing and applications of marketing skills. 2. To introduce the core functional Area of Marketing to participants. 3. To provide the modern conceptual framework of Marketing 4. To impart key insights into the practical aspects of Marketing to participants.							
Module 1	Introduction to Marketing							
Marketing: Meaning, Nature & Scope as the key business function in Organizations – Marketing for New Realities – Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Marketing Intelligence Market Strategic Planning – Elements of Marketing Plan								
Module 2	Buyer Behaviour							
Customer Relationship Management – Loyalty Programs. Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers.								
Module 3	Product & Pricing Decisions							
Creating Value: The Product – Goods & Services Continuum – Classification & Levels of Product – Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labeling Decisions – Warranties & Guarantees – New Market Offering – Types of new Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price								



Module 4	Distribution & Promotion Decisions
<p>Distribution as a part of Value Delivery – Multi-channel marketing – Role of Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management Introduction to Retailing & Wholesaling – Franchising –Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated Marketing Communications – Managing Holistic Organization – Internal Marketing</p>	
Module 5	Marketing Control & Modern Trends in Marketing
<p>Concept, Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Introduction to Marketing Analytics</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar, MARKETING MANAGEMENT – A South Asian Perspective – Pearson Education 15th edition 2. Ramaswamy V.S. & Namakumari S, MARKETING MANAGEMENT – Global Perspective, Indian context – MacMillan 4th edition 3. Rajan Saxena - MARKETING MANAGEMENT – Tata McGraw Hill – 4th edition 4. Kotler Philip & Armstrong Gary, Principles of Marketing (15th Edition) – Pearson Prentice Hall 5. Etzel, MJ, BJ Walkerand William J Stanton., Marketing (Fourteenth Edition).McGraw Hill, 2007. 6. Neelamegham, S., Marketing in India: Text and Cases (4/e). Vikas Publishing House, 2012. 7. Panda, Tapan K., Marketing Management: Text and Cases Indian Context. Excel Books India, 2009.



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Marketing Management	Theory	I A	Total				
Code : SCT 1.2			70	30	100	4	0	0
Subject Title	Product & Brand Management							
Objectives	<p>1. The objective of this course is to familiarize the participants with the concepts and strategies involved in Product Management and Branding for effective Brand Building.</p> <p>2. To provide a framework within which participants will able to identify and understand the variables that drives the success of Brands</p> <p>3. To provide a practical tools for the participants to develop and implement winning Product and Brand Strategies in an array of competitive contexts.</p>							
Module 1	Introduction to Product Management							
Product Management – Product – Definition, Levels of Product; Meaning of Product Management, Scope and Importance; Role of Product Manager; Product Mix – Product Line Strategies; Challenges in Product Management								
Module 2	Marketing Planning Process							
Category Attractiveness Analysis, Competitor Analysis, Consumer Analysis – Sales Forecasting, Developing Product Strategy – Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning.								
Module 3	New Product Development							
Categories of New Product; Adoption Process; Diffusion of Innovation – Stages in New Product Development – New Product Demand Forecasting Models – New Product Launch Strategies; New Product Success & Failures- Indian cases								
Module 4	Understanding the role of Branding & concepts of Brand							
Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of Brand Building Process – Customers and Brands: Understanding brands from the customer’s perspective – Brand Positioning – Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships – Importance of Branding – Basic branding concepts – Brand Image, Brand Identity, Brand Equity and								



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Brand Loyalty; Product Vs Corporate Branding: Major Branding decisions	
Module 5	Elements of Brand
Sensory Branding – Emotional Branding – Brand Architecture – Brand Equity & Customer based Brand Equity – Brand Portfolio – Brand Communication – Brand Valuation Methods, Brand Revitalization, Brand Audit, Global Brands –Successful Indian Brands& Reasons for Success.	
Recommended Books	<ol style="list-style-type: none">1. Kevin Lane Keller – Strategic Brand Management, Pearson Education, India.2. U.C. Mathur – Product management, Excel Books, New Delhi, India.3. K S Chandrasekar – Product Management: Text and Cases, Himalaya Publishers4. Kapferer – Strategic Brand Management, Kogan Page, New Delhi, 20125. SubratoSen Gupta – Brand Positioning, Tata McGraw Hill, Delhi



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Financial Management	Theory	I A	Total				
Code: SCT 1.3			70	30	100	4	0	0
Subject Title	Financial Management							
Objectives	1. To familiarize participants with fundamentals of Financial Management in an Organization. 2. To provide the participants various techniques in Financial Management. 3. To give an overview of the emerging financial issues facing an Organization.							
Module 1	Introduction to Finance							
Introduction to Financial management: Business Finance- Concept, types and scope. Financial management: objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting – Financial planning. Risk and Return concept: – Relationship between risk and return – Risk Diversification.								
Module 2	Time Value of Money & Investment Decisions							
Time Value of money and Investment Decisions- Process of compounding – Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Investment Decisions: - Capital budgeting – Process of capital budgeting- selection of projects - Estimation of cash flows - Payback and Discounted payback period- Accounting rate of return- NPV – IRR – Capital Budgeting decisions under risk – Capital Rationing - Project selection under rationing.								
Module 3	Finance Decisions							
Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital –Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions – meaning and pattern– Theories of capital structure- Net income approach - Net operating income approach- Traditional approach-MM approach - Optimum capital structure. Leverage - operating, financial and composite leverage.								
Module 4	Dividend Decisions							
Dividend Decisions: Dividend policy – dividend and its forms – objectives of dividend policy –								



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relevance and irrelevance. Theories of dividend decisions: Walter's Approach – Gordon's Approach – MM Approach

Module 5

Working Capital

Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital-Estimation of working capital – Cash management- Cash flow statement and fund flow statement- Receivables management.

Recommended Books

1. Brealey, Richard A and Stewart CMyers. Principles of Corporate Finance. McGraw Hill India, 2012.
2. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014.
3. James C Vanhorne, John M WachowiczJr, Fundamentals of Financial Management, Pearson Education Limited, New Delhi.
4. Lawrence J Gitman, Principles of Managerial Finance, Pearson Education limited. New Delhi.
5. Pandey IM, Financial Management. Vikas Publishing House, 2009.
6. Reddy, G Sudarsana, Financial Management, Himalaya Publishing House, 2011.
7. Van Horne James, Financial Management Policy, Prentice Hall India



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Financial Management	Theory	I A	Total				
Code : SCT 1.4			70	30	100	4	0	0
Subject Title	Security Analysis and Portfolio Management							
Objectives	1. To have an in depth knowledge of the theory and practice of investment decision making. 2. To Know the theory and practice of portfolio management.							
Module 1	Investments							
Concepts, types of investments, Objectives of investments, types of investors. Types of investors- Speculation, gambling – security and non-security form of investments – source of information for investments- Investment instruments.								
Module 2	Stock Markets							
Stock markets – Financial markets – Primary and Secondary Markets – Trading and settlement process in stock markets- BSE and NSE – On line trading – Dematerialization – Depository services.								
Module 3	Financial Risk and Management							
Risk and return Risks - factors contributing to risks – types of risks- risk and risk aversion – Behaviour of risks market prices – Measurement of risks – Capital Asset Pricing Model (CAPM).								
Module 4	Security Analysis							
Security Analysis - Fundamental, technical, Industry, Company, analysis – Theories – Dow theory, Elliot wave theory, Random walk theory.								
Module 5	Portfolio Analysis							
Portfolio Analysis –Theories , Markowitz theory – Efficient frontier, Sharpe single index, Multi index models – Portfolio performance evaluation – Sharp and Treynor and Jensen’s measure – Portfolio strategy								
Recommended Books	1. Francis J.C. – Investment Analysis and Management, McGraw-Hill, New York. 2. Prasanna Chaandra – Investment Analysis and Portfolio Management, Tata							



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	<p>McGraw Hill, 3. Avadhani, V.A. – Securities Analysis and Portfolio Management, Himalaya Publishing House, Mumbai 4. Kevin S. – Portfolio Management, Prentice Hall India Publishing, New Delhi 5. Bhalla V.K. – Investment Management, S.Chand & Co., New Delhi 6. Markowitz, Harry – Portfolio Selection, Journal of Finance.</p>
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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Human Resource Management	Theory	I A	Total				
Code : SCT 1.5	Human Resource Management	70	30	100	4	0	0	4
Subject Title	Human Resources Management							
Objectives	1. To provide participants a synthesized framework of Human Resources theory & practice. 2. To impart fundamentals of HR Practices in Organizations. 3. Learn to align HR systems with the strategic business objectives of a firm.							
Module 1	Introduction to Human Resources Management							
Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers; Duties of Human Resources Managers-Human capital management.								
Module 2	Job Analysis							
Job analysis: Methods for collecting Job Analysis Information,. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Writing Job Description& Job Specification, Managing HR in challenging times- Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews.								
Module 3	Training & Performance Management							
Orientation, Training Process, Training Needs Analysis, Training Techniques- On -the-Job & Off-the -Job Training Methods, OJT Process, Training Evaluation. Management Development Programs: Case Study and other Modern Training Methods. Performance Management & Appraisal: Process and Techniques. Career Planning and Management Concepts.								
Module 4	Compensation							
Establishing Pay Rates: Steps, Job Evaluation –Wage and Salary administration- Steps and factors affecting, Incentives Benefits and services: Statutory Benefits - Non-statutory Benefits – Insurance Benefits -Retirement Benefits, Flexible Benefits Programs. ESOPs, QWL.								
Module 5	Industrial Relations & Trends in HR							



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Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery. Collective Bargaining: Basic Concepts. Long term settlements: Cases in India. Trade unions: Definition, Objectives, Functions Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure. Participative Decision making process – Role of quality circle in TQM. Strategic Human Resources Management, Strategic HRM tools. An over view of HR Analytics.

Recommended Books

1. Gary Dessler & BijuVarkkey, Human Resource Management, Pearson.
2. VSP Rao, Human Resource Management: Text and cases, Excel Books, New Delhi.
3. Mizra S. Saiyadain, Human Resources Management, 4th Ed, Tata McGraw Hill.
4. K. Aswathappa, Human Resource & Personnel Management – Tata McGraw Hill
5. Raymond Noe, Employee Training and Development, Tata McGraw Hill.



Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Human Resource Management	Theory	I A	Total				
Code : SCT 1.6		70	30	100	4	0	0	4
Subject Title	Training & Development							
Objectives	1. To develop an understanding of the skills, abilities and practical elements of employee development and performance improvement in organizations. 2. To learn to design and conduct needs analyses and to plan, implement and evaluate training programs.							
Module 1	Introduction							
Concept of Training & Development, Importance of Training & Development in Organizations- Objectives of Training- Linking Training & Development to company's strategies, Requisites of effective training- -Problems of training- Benefits of training to Employees and Organization- Learning theories and principles-Learning outcomes-Learning style- VAK Model-Principles of Learning.								
Module 2	Training Needs Assessment & Analysis							
Meaning & purpose of Training Need Analysis- Process of training-Training Needs Analysis at different levels- Organizational Analysis, Requirement Analysis, Individual Analysis-Methods used in Training Needs Analysis, Output of Training Needs Analysis -Motivation for training-Trainee readiness.								
Module 3	Training & Development Methods							
Overview of Methodologies, Criteria for method selection-Designing training program- Qualities of a good Trainer, Use of audio visual aids in training, Internal Training Vs External Training, Training Methods: On the Job & Off the Job, Induction training, Cross cultural training, Team building training- Development methodologies: Case study, In- basket exercise, Games, Multiple Management Programs, Action Maze, Role Play, Experience Learning and Discovery Learning, Sensitivity training.								
Module 4	Evaluation of Training & Development							
Training Evaluation Process, Reasons for evaluating Training and Development, Constraints in Training Evaluation--Models of Evaluation: Kirkpatrick's ,Kaufman's, CIRO'S and Philip's Models-								



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Methods used for collecting data for training evaluation- Cost Benefit Analysis, ROI on training.

Module 5 | **Career Management**

Human Resource Development Concept- Sub-Systems of Human Resource Development, Role of Human Resource Development Function, Concept of Career, Career stages, Career Planning and Development, Need , Steps in Career Planning, Methods of Career Planning and Development, Career development Actions and programs, Career Problems & Solutions, guidelines for Career Management, Management Development : Concept, Need and importance of Management Development, Methods of Management Development, Models of Management Development, Technology based training- Emerging trends in Training & Development- Case studies.

Recommended Books

1. Goldstein Irwin L, Training In Organizations-Needs Assessment, Development & Evaluation, Wordsworth Publication.
2. Lynton & Parekh, Training for Development, Sage Publication.
3. Rao TV, Readings in HRD, Oxford & IBH.
4. Robert L. Craig, ASTD Training and Development, McGraw Hill Publication.
5. Dugan Laird- Approaches to Training and Development, Basic Books.



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Semester: I	Soft Core	Semester Exam			L	T	P	Credits
	Information Technology Management	Theory	I A	Total				
Code : SCT 1.7		70	30	100	4	0	0	4
Subject Title	IT Management & Cyber Laws							
Objectives	1. To understand legal provisions of Information Technology Act, 2000. 2. To know Case Law and practical ramifications of the Act 3. To develop understanding of managerial aspects so as to use Information technology effectively and efficiently. 4. To appreciate IT Management as an independent and important field of work, different from IT for Management							
Module 1	Hardware & Network Management							
Hardware & Network Management – Computer Peripherals - Input – Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement of Hardware – Networking Trends – Overview of Networking Alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Networking protocols								
Module 2	Application and System Software Management							
Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-Commerce, CRM, Scientific and Engineering Programs. System Software Management –Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software								
Module 3	Security Management							
(a) Security Management –Need, Case Studies – Types of Computer Crime – Cyber Law - Tools of security Management - Security Defences – System Controls and Audit (b) People Management -- I.T. Organization of a large corporation – Selection and Recruitment – Training – Retention –								



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Performance Measurement	
Module 4	Cyber Laws
<p>Cyber Laws: Object and Scope: Genesis, Object, Scope of the Act</p> <p>Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption</p> <p>Digital Signature (DS): Technology behind Digital Signature - Creating & Verifying a DS - DS and PKI – Digital Signature and the Law.</p> <p>E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies.</p>	
Module 5	Cyber Security
<p>Certifying Authorities: Need for Certifying Authority and Powers -Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate.</p> <p>Domain Name Disputes and Trademark Law : Concept of Domain Names - New Concepts in Trademark – Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute</p> <p>Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Cyber Law in India by Farooq Ahmad – Pioneer Books. 2. Management Information System Laudon, Laudon and Dass 11th Edition Pearson. 3. Management Information Systems Obrien, Marakas, Behl 9h EditionTata McGraw Hill 4. Management Information Systems W S Jawadekar, 4th Edition Tata McGraw. 5. Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd. 6. The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi. 7. Guide to Cyber Laws by Rodney D. Ryder –Wadhwa and Company Nagpur. 8. The Information Technology Act,2000 – Bare Act –Professional Book Publishers – New Delhi 9. IT system Management by Rich Schiesser Enterprise Computing by Alan R. Simpson



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Information Technology Management	Theory	I A	Total				
Code : SCT 1.8		70	30	100	4	0	0	4
Subject Title	System Analysis & Design							
Objectives	This course is designed to provide a clear insight to students on system analysis and design, which is the foundation of business systems development and implementation.							
Module 1	Introduction							
	Overview of System Analysis and Business modelling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.							
Module 2	System Analysis							
	System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables.							
Module 3	Business Modelling with UML							
	Business Modelling with UML, Components of UML used in Business Modelling, RUP, IDEF, and BPMN 2.0 basics. Object modelling: Object oriented analysis, Object modelling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram.							
Module 4	Output and User interface design							
	Output and User interface design: Output design, input design, user interface design, File Design ,Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques							



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Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.

Module 5 **Systems Control and Quality Assurance**

Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.

Recommended Books

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.
3. Shelly, Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rambaugh, Jacobson, Booch, UML- Reference Manual, Pearson.



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	International Business Management	Theory	I A	Total				
Code : HCT 1.9			70	30	100	4	0	0
Subject Title	International Economics							
Objectives	1. To provide an introduction on basic concepts and theories on international economics 2. To familiarize the participants concepts of international monetary system. 3. To familiarize the participants on trends in India's foreign trade.							
Module 1	Introduction to International Economics							
Meaning, Scope & Importance Inter-regional and international trade. Importance of International Trade. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and Diversion effects.								
Module 2	Theories of International Trade							
Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage. Intra – Industry Trade. Gains from Trade, Measurement of gains, static and dynamic gains. Terms of trade – Importance & Types, Detriment's of Terms of trade, Causes of unfavourable terms of trade to less developed countries.								
Module 3	Trade policy & Exchange Rate							
Free trade policy – case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate – Merits and Demerits.								
Module 4	Balance of Payments							
Balance of trade and Balance of payments; Current Account Deficit (CAD) – Concepts and Components Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; - Merits, Demerits and Limitations, Appreciation and depreciation; Foreign Trade Multiplier; - Concept and Limitations, IMF, World Bank – Objectives, Functions & Performance.								
Module 5	Foreign Trade in India							



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Recent changes in the composition and direction of foreign trade; Causes and Effects of persistent deficit in the Balance of Payments; Measures adopted by the Government to correct the deficit after 1991; WTO & India Export Promotion measures, Export Promotion – Contribution of SEZ; Foreign Trade policy 2015-20, Role of Indian Multinational Corporations.

Recommended Books

1. Krugman P.R and M. Obstfeld , International Economics : Theory and Policy, Pearson.
2. D.Salvatore, International Economics, Wiley India.
3. Bo Sodersten and Geoffrey Reed, International Economics, Macmillan Press Ltd.
4. Cherunilam Francis, International Economics, TATA McGraw-Hill Publishing Company Ltd, New Delhi.



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	International Business Management	Theory	I A	Total				
Code : SCT 1.10			70	30	100	4	0	0
Subject Title	International Financial System							
Objectives	1. To provide an introduction about international financial system to the participants. 2. To familiarize the participants concepts of exchange rate determination and foreign exchange markets. 3. To familiarize the participants on international financial markets, instruments and debt crisis.							
Module 1	Introduction to International Financial System							
International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies –target zone arrangement; European monetary system; International liquidity.								
Module 2	Exchange Rate Determination							
Exchange rate determination in spot and forward market – Interest Rate Parity (IRP), Purchasing Power Parit, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and Growth theory; Forecasting Exchange Rate.								
Module 3	Foreign Exchange Markets and its Activities							
Exchange rate quotations and practices; Foreign exchange market activities; Forex Exposure and Risk Management. Arbitraging, hedging, forward contracts, forfeiting and speculation.								
Module 4	International Financial Markets and Instruments							
Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments – Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries.								
Module 5	International Debt crisis							
Causes and impact on the developing and developed countries; challenges of International debt crisis.								



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Recommended Books	<ol style="list-style-type: none">1. Levi, Maurice, International Finance, McGraw Hill Inc., New York.2. Shapiro C, Alan, Multinational Financial Management, Wiley India.3. Sharan V, International Financial Management, Prentice Hall of India Private Ltd, New Delhi.4. Seth A.K., International Financial Management, Rutledge.
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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Operations Management	Theory	I A	Total				
Code : SCT 1.11			70	30	100	4	0	0
Subject Title	Operations Management							
Objectives	1. To provide basic understanding of the Production / Operations Management function in Organizations. 2. To sensitize the participants about efficiency & effectiveness in Operations function.							
Module 1	Introduction to Production & Operations Function							
Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non-Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.								
Module 2	Production & Operations Planning, Manufacturing System, Layout							
Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout –Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing – Capacity Planning.								
Module 3	Materials Management & Vendor Management							
Material Handling: Material Handling Principles – Types – Selection & Design of Material Handling System. Materials Management – Functions – Material planning and Budgeting – Value Analysis – Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Economic Order Quantity (EOQ) – Perpetual – Periodic – Just In Time (JIT) – Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.								
Module 4	Work Study & Maintenance							
Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis. Basics of Maintenance Management – Maintenance Decisions.								



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Module 5	Supply Chain Management & Lean Systems
<p>Supply Chain Management –Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management –Supply chain disruption- Bull Whip effect. Lean Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.</p>	
Recommended Books	<ol style="list-style-type: none">1. Lee J. Krajewski et al, <i>Operations Management, Process and Supply chains</i>. 11th Edition Pearson India Education Services Ltd. India2. Russel& Taylor, Wiley, <i>Management, Quality and Competitiveness in a Global Environment</i>, Fifth Edition, India Edition3. BuffaSarin, Wiley, <i>Modern Production and Operations Management</i>, India Edition 344. KanishkaBedi, <i>Production and Operations Management</i>, Oxford University Press.5. Aswathappa K and ShridharaBhat K, <i>Production and Operations Management</i>, Himalaya Publishing House, Revised Second Edition, 2008.6. Pannerselvam R, <i>Production and Operations Management</i>, Prentice Hall India, Second Edition, 2008.7. Mahadevan B, <i>Operations Management Theory and Practice</i>, Pearson Education, 2007



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Operations Management	Theory	I A	Total				
Code : SCT 1.12			70	30	100	4	0	0
Subject Title	Total Quality Management							
Objectives	1. To familiarize the participants concepts and techniques in Total Quality Management. 2. To develop skills to use Quality control tools and techniques in solving quality problems.							
Module 1	Quality Management							
Quality Management – Concept, Features, Dimensions of Quality, Key elements of total quality, TQM strategies, Customer satisfaction, Employee Participation, Quality Gurus – Deming’s Principles on Total Quality Management, Juran’s Trilogy, Crosby’s principles on Quality Management.								
Module 2	Statistical Quality Control							
Statistical Quality Control (SQC) Concepts, Acceptance Sampling by variables and attributes Control Charts for variables, fraction defectives and defects. Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification – New Seven Analysis tools.								
Module 3	Quality Deployment							
Benchmarking - Types, Reasons, Process. Quality Function Deployment (QFD) –Benefits, QFD Process, House of Quality. Failure Mode and Effect Analysis (FMEA). Taguchi Quality Loss Functions. Total Productive Maintenance (TPM) – Concepts, Objectives, Fundamental Elements, Total Preventive Maintenance, Components.								
Module 4	Six Sigma							
Six Sigma-Origin, Goals of six Sigma, Root cause Analysis, Need for six sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies. Cost of Quality – Quality planning – Quality information feedback– Internal customer concept.								



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Module 5	Quality awards
Quality awards – Rajiv Gandhi National Quality Award, Deming Application Prize, European Quality Award, and Malcolm Baldrige National Quality Award. ISO 9001, ISO14000, Future of quality system audit, Audit objectives, Types of Quality audit, Quality Auditor, Audit performance.	
Recommended Books	<ol style="list-style-type: none">1. Dale H Besterfield, Total Quality Management Pearson Education, NewDelhi2. Juran Joseph M, Total Quality Management, McGraw Hill.3. Jain, Quality Control and Total Quality Management, Tata McGraw Hill.4. Thomas Pyzdek, Six Sigma Handbook, McGraw Hill Education India Pvt Ltd., 2015.



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Semester : I	Skill Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : SCP 1.1		70	30	100	0	0	4	4
Subject Title	Communication Enhancement							
Objectives	The basic purpose of the course is to acquaint the students with the touch of English language and enhance interpersonal, social skills.							
Module 1	Basic Communication Skills							
<p>Basics of communication skills.</p> <p>Reading: Word recognition and pronunciation, meaning extraction, ways of expression.</p> <p>Writing: All written verbal communication skills letter writing, expressing through graphics, logos, pictures, drawings.</p> <p>Speaking: non-verbal, non-written expressions, tone, pitch, and volume. Importance of pauses, commas, exclamation marks, expression through other mediums such as music, poetry.</p> <p>Understanding and Listening: Basic difference between listening and hearing, ability of interpretation.</p>								
Module 2	Basics of Grammar							
<p>Parts of speech: Introduction to various parts of speech- verb, adverb, noun, pronoun, adjective, conjunction, preposition, interjection.</p> <p>Tenses: Three main tenses- Present tense, Past tense and future tense.</p> <p>Sub tenses: simple- present, past and future, Perfect tense- present, past and future Continuous tense- present, past and future, Perfect Continuous- present, past and future.</p>								
Module 3	Communication Development							
<p>Meaning; Importance; Process of communication; Channels of Communication - Forms of communication - 7'c of effective communication - Barriers to communication - Guidelines to overcome communication barriers.</p>								
Module 4	Building Vocabulary and Speed Reading							
<p>Presentation: Role of Business Presentation; Advantages &Disadvantages of Oral Presentation;</p>								



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Process of making a business presentation; Planning the presentation; Organizing the Presentation; Video Presentation; Visual aids for Business Presentation; Audience hand-outs; Developing Visual Aids; Practicing the presentation; Delivering the presentation.

Module 5 **Reading Comprehension skills**

Business Letters: Enquiry letter, Quotation; Letters placing Orders; Complaint Letter; Adjustment Letters; Sales letter; Collection letters. Bio-data/Curriculum Vitae/Resume; Writing resume (Parts of Resume); Job Application Letters - Covering letter.

Recommended Books

1. Managerial Communication – Rai, Himalaya Publishing House
2. Communication – C. S. Rayudu, Himalaya Publishing House
3. Effective Technical Communication - M Ashraf Rizvi, Tata McGraw Hill
4. Business Skills - Nageshwar Rao and Rajendra Das, Himalaya Publishing House
5. Effective Business Communication – Murphy, McGraw-Hill Publishing Co
6. Business Communication: Concepts, Cases & Applications – P. D. Chaturvedi, Mukesh Chaturvedi, Pearson Education.



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Semester: I	Skill Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : SCP 1.2		70	30	100	0	0	4	4
Subject Title	Information and Technology Skill							
Objectives	1. To train the student for using the MS office & internet for business applications. 2. To impart skills of data analysing & presenting using Word, Excel & Power point. 3. To introduce the learners to the different social media. 4. To educate about the strengths and weaknesses of Social Media							
Module 1	Basics of Computer							
Input and Output devices, CPU, Hardware, Software, Operating System, Disk and Storage, Networking, LAN, WAN.								
Module 2	MS Word							
Introduction and working with MS Word, Features-insert headers and footers, insert table and table options, Mail Merge etc.								
Module 3	MS Excel							
Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Go to. Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables. Conditional Formatting Once defined, it will automatically change the formats as per conditions user puts Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, Count Blank, Round,								



Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif

Data Viewing and Reviewing

Inserting comments, spell checks and changes to the worksheet data etc,

Viewing data in different ways eg. Page break, normal etc.

Creating and Managing charts

Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking.

Module 4	MS Power Point
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Basic introduction, features, Creating & Formatting, Content Collaborating – Track, Edit, Add, Delete Comments, Merge, Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows.

Module 5	Social Media
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Introduction to Social Media, Google Alerts, Blogs, Visual social media

Facebook: Facebook Creating groups and pages, Tips and Guides, Facebook Posts Paid Promotion Ads Contests,

Google+: Google+ Set-up and usage,

Twitter: Set-up and usage, Tips,

LinkedIn: LinkedIn Tips and Guides,

Instagram: Tips and Guides.

Recommended Books	<ol style="list-style-type: none"> 1. Ramesh Behl, “Information technology for Management”, Tata McGraw Hill Publication, 2nd edition. 2. Pradeep K Sinha, Priti Sinha, “Computer Fundamentals”, BPB Publication. 3. A. K. Saini, Pradeep Kumar, “Computer Application in Management” Anmol Publications Pvt. Ltd. 5. Henry C. Lucas, “Information Technology for Management”, McGraw-Hill. 6. David T. Bourgeois, “Information Systems for Business and Beyond”, Saylor Foundation, 2014. 7. Albright: Data Analysis and Decision Making Using MS Excel.
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Semester- II

Semester : II	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 2.1		70	30	100	4	0	0	4
Subject Title	Organisational Behaviour							
Objectives	1. To impart basic knowledge into Organisation Structure & Dynamics. 2. To provide insights into Individual & Group Behaviour and its implications in modern Organizations. 3. To deliver basic knowledge of Organisation Culture and its role in Management.							
Module 1	Individual Behaviour							
Definition of Organisation Behaviour – Nature & Scope – Challenges & Opportunities for Organisation Behaviour – Individual behaviour: Personality – Myers Briggs Type Indicator, Big Five Model. Sixteen Personality Factor – Values, Attitudes & its components, Perception – Factors influencing perception – Perception & Individual Decision making; Learning – Theoretical overview.								
Module 2	Motivation							
Motivation – Meaning, Definitions – Early Theories of motivation – Needs Hierarchy theory, Theory X & Y, Two-Factor theory; Contemporary Theories of motivation – Goal Setting Theory – Reinforcement Theory – Expectancy Theory – Applications of Motivation – An overview of Employee Involvement and Employee Participation.								
Module 3	Leadership & Power							
Leadership: – Leadership Theories: Trait Theories – Behavioural Theories – Contingency Theories: Fiedler Model – Path Goal Theory – Contemporary Leadership: Charismatic Leadership & Transformational Leadership – Power: Bases of Power – Power Tactics.								
Module 4	Group Behaviour & Teams							
Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohensiveness; Group Effectiveness; Group Decision Techniques;								



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Application of Fundamental Interpersonal Relations Orientation – (FIRO-B); Kinesics-Body Language.

Module 5 **Organization System & Dynamics**

Organization Structure: Span of Management – Centralization & Decentralization – Organizational Culture – Organizational Change – Resistance to Change – Managing Change - Stress: Sources and Consequences, Stress Management Emotional Intelligence, Emotional Labor, Conflict, Transactional Analysis & Johari Window.

Recommended Books	<ol style="list-style-type: none">1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition,2. Fred Luthans - Organisational Behavior - McGraw Hill3. Kavitha Singh, Organisational Behaviour: Text & Cases – Vikas Publishing4. Aswathappa K., Organisational Behaviour – Himalaya Publishing House
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Semester : II	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 2.2		70	30	100	4	0	0	4
Subject Title	Research Methodology in Management							
Objectives	1. To understand the concept and process of research in business. 2. To know the use of tools and techniques for research. 3. To understand the concept of measurement in research method. 4. To use statistical techniques for analysis of research data.							
Module 1	Foundations of Research							
Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal. Application of Research in Business: An overview – Ethics in Business Research, Definition, Why study Business Research? What is good research? Decision Support, Business Intelligence, Research applications in functional areas & Business, Emerging trends in Business research.								
Module 2	Research Design							
Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research – Features – Methods of Exploratory Research: Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies.								
Module 3	Sampling & Data Collection							
Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments								
Module 4	Measurement Scales & Data Analysis							



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Measurement Scales: Basic measurement scales – Nominal, Ordinal, Interval, & Ratio Scales – Attitude measurement. Preparation of data – Editing, coding, classification, tabulation, validation of data. Formulation of Hypotheses – Parametric & Non-Parametric Tests – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research.

Module 5

Research Report Writing

Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles – Oral presentations of reports. Research applications in functional areas of management.

Recommended Books

1. Donald Cooper & Pamela Schindler, Business Research Methods, Tata MGH, 5th Edition.
2. Alan Bryman & Emma Bell, Business Research Methods, Oxford University, Press 2nd Edition
3. C. R. Kothari, Research Methodology, New Age International Publication, 2nd Edition
4. Allen, Earl R Babbie, Cengage, Research Methods for Social Work, 7th Edition
5. Pervez Ghauri, Dr. Kjell Gronhaug, Research Methods in Business Studies: A Practical Guide
FT Prentice Hall.
5. Dipak Chawala, Business communication, Vikas Publication.
6. Earl R Babble. Wadsworth, The Practice of Social Research, 13th Edition
7. Naval Bajpai, Business Research Methods Pearson, 1st Edition.



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Semester : II	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 2.3		70	30	100	4	0	0	4
Subject Title	Statistics for Management							
Objectives	1. To familiarize the participants with Mathematical models and Statistical techniques applied in Management. 2. To provide essential concepts for practical analysis and develop analytical skills necessary to make Business decisions.							
Module 1	Measurement of Statistics							
Measures of central tendency: Mean-Median-Mode: Meaning, calculations, Merits and Demerits for continuous and discrete series. Measures of dispersion: Range-Variance- Standard deviation-Standard Deviation: Meaning, Calculations, Merits and Demerits.								
Module 2	Probability Concepts							
Basic Probability concepts – Addition, Subtraction and multiplication Probability, Marginal, Joint and Conditional Probability with some suitable example.								
Module 3	Correlation and Regression analysis							
Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson’s correlation coefficient - Spearman’s Rank correlation, Regression analysis: Line of best fit, Least square method- Business applications.								
Module 4	Time Series analysis							
Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.								
Module 5	Hypothesis testing							
Hypothesis testing – Confidence level & Significance level- Parametric & Non Parametric tests. Tests								



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involving one population mean and two population means, z – test, t – test, chi – square test, F test.

Recommended Books

1. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Donald R.Cooper and Pamela S.Schindler, Business Research Methods, Tata McGraw Hill, India
3. Gupta S.C., Fundamentals of Statistics – Himalaya Publishing House.
4. C. Satyadevi, Quantitative, New Delhi S Chand and Co Ltd 2009.
5. Shrivastava V K, Shenoy G V, Sharma S C, Quantitative Techniques and Managerial Decisions, New Delhi, New Age International Ltd, 2005.
5. Levin Richard I and Ruben David S Statistics for Management, New Prentice Hall Inc. 1995.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Marketing Management	Theory	I A	Total				
Code : SCT 2.1			70	30	100	4	0	0
Subject Title	Consumer Behaviour							
Objectives	1. To impart expert level of knowledge about modern Consumer Behaviour. 2. To provide the conceptual frame of Consumer Behaviour. 3. To discuss the impact of changing behavioural patterns on Marketing activities.							
Module 1	Introduction to Consumer Behaviour							
Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions Factors influencing consumer behaviour – Consumer buying decision process with illustration – Buyer roles assumed by consumers – Levels of consumer decision making.								
Module 2	Psychological Influences on Consumer Behaviour							
Role of Self Image & Personality – Personality Theories & Behaviour of Consumer – An overview – Personal values & Consumption – Modern Trends in Lifestyles of Consumer – Memory, Learning & Perception – Its impact on Consumer Behaviour – Role of Motivation in Consumer Behaviour – Beliefs & Attitudes and its impact on Consumer Behaviour.								
Module 3	Sociological Influences on Consumer Behaviour							
Culture & its impact on Consumer Behaviour – Impact of Government & Laws on Culture – Promotions & Communication by marketers based on Culture in India – Case Studies – Cross Cultural Perspectives – Sub-Culture: Influence of sub-culture on Consumer Behaviour – Sub-Culture based on Geographic Region & Religion – Its impact on Consumer Behaviour – Social Class in India – Applications to Consumer Behaviour.								
Module 4	Group Influences on Consumer Behaviour							
Reference Groups & Its impact on Consumer Behaviour – Consumer relevant groups – Factors affecting Group Influence – Household as a consumption unit – Family: Role of family in buying decisions – Family Life Cycle & Its impact on Consumer Behaviour.								



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Module 5	Consumer Rights & Protection
Consumerism: Concept & Evolution – Consumer Rights in India – Consumer Protection – Provisions Recent Trends in Consumer Rights Protection.	
Recommended Books	<ol style="list-style-type: none">1. Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, Latest Edition, Pearson Education, New Delhi.2. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 20113. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning4. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGrawHill. New Delhi5. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.



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Semester : II	Soft Coe	Semester Exam			L	T	P	Credits
	Marketing Management	Theory	I A	Total				
Code : SCT 2.2			70	30	100	4	0	0
Subject Title	Digital Marketing							
Objectives	1. The objective of the course is to provide the participants with the basics of Digital Marketing. 2. To develop the capability to form Digital Marketing strategy. 3. To enable the participants to use new media such as Search Engine and Social Networking.							
Module 1	Introduction							
Introduction to marketing in the digital environment, Types of web presence, website development and management issues, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways and PayPal.								
Module 2	Web Analytics							
Web Analytics- Audience profiling and segmentation, Internet usage patterns , Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies.								
Module 3	Search Engine Marketing							
Search Engine Marketing- Email campaign creation and management, Google Ad words, search and display on search engines, pricing models online, Introduction to page rankings, Google Ad words analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing – Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo - Search Methodology. Copy writing for Online Advertisements.								
Module 4	Social Media							
Social Media and e-PR- Social Media Platforms - Face book, LinkedIn, Twitter, YouTube, Content								



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guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Online PR and Reputation Management.

Module 5 **Integrating Online Communication**

Integrating Online Communication into IMC Process - Online Advertising – Email Marketing – Viral Marketing – Affiliate Marketing – Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-Created Content Management – Interactive Digital Networks – Customer led Marketing Campaigns – Legal and Ethical aspects related to Digital Marketing.

Recommended Books

1. Ted Schadler, Josh Bernoff, and Julie Ask, The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment.
2. Jeff Hasen, The Art of Mobile Persuasion: How the World's Most Influential Brands are Transforming the Customer Relationship Through Courageous Mobile Marketing.
3. The Big Data-Driven Business: How to Use Big Data to Win Customers, Beat Competitors, and Boost Profits - Russell Glass, Sean Callahan, John Wiley and sonsInc.
4. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, Ist Edition, 2009.
5. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Financial Management	Theory	I A	Total				
Code: SCT 2.3			70	30	100	4	0	0
Subject Title	Management Accounting							
Objectives	To provide an understanding of the application of accounting techniques for management.							
Module 1	Nature and Scope							
Introduction, Definitions of Management Accounting, Nature of Management Accounting, Functions of Management Accounting, Scope of Management Accounting, The Management Accountant, Management Accounting and Financial Accounting, Cost Accounting and Management Accounting, Limitations of Management Accounting.								
Module 2	Financial Statement Analysis and Working Capital Management							
Introduction, Financial Statements, Financial Statement Analysis, Methodical Presentation of Financial Statement Analysis, Techniques /Tools of Financial Statement Analysis, Meaning – Significance-determinants of working capital, Planning of working capital requirement, sources and application of working capital, working capital forecasting.								
Module 3	Ratio Analysis							
Introduction to financial analysis, Use of financial ratios, Precaution in using ratio analysis, Types of ratios, Liquidity ratios, Debt (or leverage) ratios, Coverage ratios Profitability ratios, Market-value ratios.								
Module 4	Budgetary Control							
Definition of Budget, Objectives of Budgetary Control, Scope and Techniques of Budgetary Control, Requisites for Effective Budgetary Control, Organization for Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budgets-Production, Sales, Cash, fixed and flexible budget, Capital budget.								
Module 5	Funds Flow Statement and Cash Flow Statement							
Introduction, Meaning & Definitions, Objectives, Limitations, Procedure of Preparing Funds Flow Statement, Statement of Changes in Working Capital, Funds Flow Statement, Parties Interested in								



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Funds Flow Statement, Typical Items Which Require Particular Care, Introduction- Cash Flow Statement, Meaning, Purpose and Uses, Structure of Cash Flow Statement, Treatment of Some Typical Items- Format of Cash Flow Statement, Procedure for preparing Cash Flow Statement- Practical Problems, Limitations of Cash Flow Statement, Comparison between Cash Flow Statement and Funds Flow Statement.

Recommended Books

1. Charles T. Horngren, Cost Accounting, A Managerial Emphasis, Prentice Hall Inc., 1973.
2. D. T. Decoster and E. L. Schafer, Management Accounting, New York: John Willey and Sons, 1979.
3. John G. Blocker and Wettmer W. Keith, Cost Accounting, New Delhi: Tata Mc Grw Publishing Co. Ltd., 1976.
4. R. K. Sharma and Shashi K. Gupta, Management Accounting- Principles and Practice (7th.), New Delhi: Kalyani Publishers, 1996.
5. Jain and Khan: Management Accounting, TMH, Delhi.
6. Pandey, I.M.: Financial Management, Vikas Publishing House, Delhi.
7. Periasamy, P.: Financial, Cost and Management Accounting, HPH, Delhi.
8. Maheshwari, S.N.: Accounting for Management and Control, Sultan Chand and Sons, Delhi.
9. Van Horne: Financial Management and Analysis, Pearson Publication, Delhi.



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Semester : I	Soft Core	Semester Exam			L	T	P	Credits
	Financial Management	Theory	I A	Total				
Code: SCT 2.4			70	30	100	4	0	0
Subject Title	Corporate Taxation							
Objectives	1. To acquaint the students with the corporate taxation laws in the country. 2. To gain enough knowledge to manage corporate taxes.							
Module 1	Income Tax Act							
Income Tax Act – Basic concepts and definitions; Income; Agricultural income; Assessee; Person; Average rate of tax; Assessment year; Previous year; Residential status; Residence and Incidence of Tax - Heads of Income.								
Module 2	Computation of Tax							
Computation of income under the head Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of Accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on Computation of Income from Business or Profession.								
Module 3	Assessment of Company							
Computation of Total Income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses. Assessment of companies: Definition of Company; Indian Company; Domestic Company; Foreign Company; Obligation of companies; Computation of Taxable Income; Determination of tax liability.								
Module 4	Goods and Service Tax							
GST law overview, registration process, levy and collection of tax, Concept of supply, Value of taxable supply, place of supply, Input Tax Credits, Tax invoice, Payment of Refund of Tax, Assessment, Audit, demand and recovery, administration and authority, Appeals, review and advance ruling, feature of the integrated GST act 2017.								
Module 5	Tax planning							
Tax planning: Tax avoidance; Tax evasion; Tax management; Tax planning with reference to specific								



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managerial decisions like make or buy decisions, own or lease decisions, Repair or Replace decisions and Shut Down or Continue Decisions.

Tax planning with respect to managerial remuneration, mergers and acquisitions, Foreign Collaborations and Joint Ventures, Implications of avoidance of double taxation agreements.

Recommended Books

1. Ahuja, G.K. and Gupta, Ravi: Systematic Approach to Income Tax, Bharat Law House, Allahabad 1999.
2. Singania, Vinod K.: Direct Taxes: Law and Practice, Taxman, Delhi 1991.
3. Prasad, Bhagavati: Direct Taxes: Law and Practice.
4. Sreenivas, E.A.: Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi 1986.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Human Resource Management	Theory	I A	Total				
Code : SCT 2.5			70	30	100	4	0	0
Subject Title	Performance & Talent Management							
Objectives	<p>1. To apprise the participants about the importance of Performance Management in Organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.</p> <p>2. To give insights on how to identify, integrate & retain talent in an organization to deliver high performance.</p>							
Module 1	Concept of Performance Management							
Performance Management: concept & process-Objectives & importance of Performance Management System in Organizations- Prerequisites and characteristics of Effective Performance Management- Organizational, functional and individual key Result Areas, Key Performance Indicators.								
Module 2	Performance Management System							
Performance Management and Performance Appraisal, difference between performance appraisal & potential appraisal, Performance appraisal methods: traditional & modern methods, Designing appraisal forms-Performance measurement and evaluation- Appraisal communication: feedback, counselling and coaching, Performance linked reward system.								
Module 3	Implementation & Issues in Performance Management							
Developing, implementing & maintaining Performance Management System, Performance measurement issues, Role of HR professionals in performance management, Performance Management as a tool for employee empowerment-Technology and e-PMS, Performance Management.								
Module 4	Talent Management							
Talent Management: Concept & approaches, Scope & objectives of Talent Management-Talent Identification, Integration & Retention ,Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent								



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Management System in Public and Private organisations.

Module 5

Practices & Process of Talent Management

Factors and aspects of Talent Management, Talent Management Practices in India, Talent Management System, Critical Success Factors to Create Talent Management System, Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

Recommended Books

1. Armstrong M & Baron, .A, Performance Management and Development , Jaico Publishing House, Mumbai.
2. G K Suri, C.S Venkataraman, N K Gupta, Performance Measurement and Management, Excel Books (P) Ltd.
3. Robert B, Performance Management, McGraw Hill Education India.
4. Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Human Resource Management	Theory	I A	Total				
Code : SCT 2.6			70	30	100	4	0	0
Subject Title	Competency Mapping							
Objectives	1. Make the student understand the concept and importance of competency mapping. 2. Give conceptual and practical insights in to the process and models of competency mapping.							
Module 1	Understanding Competency Mapping							
Introduction, History and Origin of Competency Mapping, Reasons for popularity of competency mapping, Definitions and components of Competency, skill, knowledge and motive-traits of self-concept.								
Module 2	Competency Mapping – Procedures & Steps							
Determining objectives and scope, clarifying implementing goals and standards, create an action plan, define performance effectiveness, tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profiles in HR decision.								
Module 3	Competency Categories							
Threshold competency – Differentiating competency – Generic Vs Key competency – Functional or Technical competency – Leadership competency –Managerial competency.								
Module 4	Leading and Managing Competency Mapping							
Acceptance of competency mapping, causes for resistance, recommended action t address resistance, Delphi technique, 360 degree feedback, HR generic competency mapping, supervisory generic competency mapping.								
Module 5	Competency Assessments and Uses							
Strategies to address the gaps, competency recruitment & selection, competency based appraisal, competency based appraisal, competency based succession and career planning, competency based compensation and benefits, competency based training and development, Core competencies PCMM – concept, benefits, HR score card.								



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Recommended Books	<ol style="list-style-type: none">1. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications (P) Ltd.2. Sahu R.K, Competency Mapping, Excel Publications.3. Mukherjee, Sraban , Competency mapping for superior results, , Tata McGraw Hill.4. Paul R Bernthal, ASTD Competency Study: Mapping the Future, ASTD Press.
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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Information Technology Management	Theory	I A	Total				
Code : SCT 2.7			70	30	100	4	0	0
Subject Title	Software Quality Management							
Objectives	1. To provide a sound knowledge about software quality among management students 2. To know software quality tools and testing processes in software development Environment.							
Module 1	Software Quality							
Software Quality: Meaning and definition of Software Quality. Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC.QMS in an organization. Need for SQA group. Software CMM and other Process improvement Models.								
Module 2	Software Quality Measurement and Metrics							
Software Quality Measurement and Metrics: Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness, Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality.								
Module 3	Basic Quality Tools							
Basic Quality Tools : Ishikawa’s Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram								
Module 4	Six Sigma Methodology							
Six Sigma Methodology : Define Six sigma. Tracking Xs and Ys.Six ingredients of Six Sigma. Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. DMAIC Vs DMADV process.								
Module 5	Software Verification, Validation & Testing							
Software Verification, Validation & Testing: Objectives and Limits of Testing, Value Vs Cost of testing, Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing,								



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Testing Environment, Automated Testing Tool, Analysing and Interpreting Test Results.

Recommended Books

1. Nina S Godbole, *Software Quality Assurance*: Narosa Publishing House Pvt. Ltd
2. Stephen H. Kan, Kan, *Metrics and Models in Software Quality Engineering*, Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, *Software Testing- Testing Across the Entire Software Development Life Cycle*, John Wiley & Sons , Inc Publication.
4. PankajJalote, *CMM in Practice. Processes for Executing Software Projects at Infosys*, Pearson Education.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Information Technology Management	Theory	I A	Total				
Code : SCT 2.8			70	30	100	4	0	0
Subject Title	Cloud Computing							
Objectives	1. This course is aimed at developing an understanding about the basics of Cloud Computing for Business Management.							
Module 1	Introduction to Cloud Computing							
Introduction to Cloud Computing: Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud								
Module 2	Cloud Services Applications							
Cloud Services Applications: Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM.Cloud service development tools -word processing, databases, storing and file sharing on cloud.								
Module 3	Cloud Computing For Managers							
Cloud Computing For Managers: Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for projects, Cloud Computing for Business.								
Module 4	Cloud Management							
Cloud Management: Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.								
Module 5	Virtual Office Management							
Virtual Office Management: Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2,								



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Google Apps for Business.

Recommended Books

1. John W. Rittinghouse and James F. Ransome, Cloud Computing Implementation, Management and Security, CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition,
3. Michael Miller, Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
4. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. Alfredo Mendoza, Utility Computing Technologies, Standards, and Strategies, Artech House INC, 2007
6. Bunker and Darren Thomson, Delivering Utility Computing, John Wiley & Sons Ltd, 2006.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	International Business Management	Theory	I A	Total				
Code : SCT 2.9			70	30	100	4	0	0
Subject Title	International Marketing							
Objectives	1. To familiarize the participants basic concepts of international marketing. 2. To familiarize the participants on factors deciding international product and it's pricing. 3. To familiarize the participants basic concepts of various international promotional strategies.							
Module 1	Introduction to International Marketing							
Nature, importance and scope of international marketing – International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic, socio, cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.								
Module 2	International Market Segmentation and Positioning							
Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product life cycle (IPLC); New product development.								
Module 3	Pricing for International Markets							
Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.								
Module 4	International Promotion Strategies							
Communications across countries complexities and issues; International promotion tools and planning –Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.								



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Module 5	International Marketing Planning, Organising and Control
Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics.	
Recommended Books	<ol style="list-style-type: none">1. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005.2. Francis Cherunilam, International Marketing, Himalaya Publishing House, Mumbai.3. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai, 2016.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	International Business Management	Theory	I A	Total				
Code : SCT 2.10		70	30	100	4	0	0	4
Subject Title	Import/Export Policies & Procedures							
Objectives	1. To familiarize the participants basic concepts of import/export formalities. 2. To familiarize the participants on important international trade terms. 3. To familiarize the participants processing of an import/export order.							
Module 1	Registration formalities for Exports/Import							
IEC Code, DGFT, CB, Regional Licensing authorities, export Promotion Councils, Tax, Excise Authorities. Various types of Exports: Merchant/Manufacture, Government regulation on Export/Import - Banned, prohibited, canalized, restricted items; status house holders-benefits.								
Module 2	International Trade Terms							
INCOTERMS 2010-FOB, CIF, EXW etc; UCPDC-UCP 600; Trade contract and trade elements; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary credit; Letter of credit and parties involved; Types of LC; – Documentary bills for collection –DP and DA; Marine and Credit insurance; Export finance – pre-shipment and post-shipment; Price computation-FOB, CFR & CIF.								
Module 3	Import							
Preliminaries, Procedures & Policies, Government regulations on import- Negative lists; Categories of importers- Actual/Non-actual user license, Special schemes for importers-EPCG, Duty exemption and remission, DFIA,DBK,EOUs, SEZ,STPs etc; Import Documentation-transport documents, bill of entry, airway bill, certificate of inspection, certificate of measurement, freight declarations.								
Module 4	Packing and Labelling of Export Consignments							
Central Excise Rules, Cargo Insurance and Claim Procedures, Declaration of Exports and forms GR/SDF/PP/SOFTEX, Custom Clearance of Export Cargo; Quality Control and Pre-shipment Inspection; EIA/EIC ;ISO 9000/BIS 14000.								
Module 5	Processing of an Export order							



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Documents – ADS-commercial and regulatory documents; Transport Documents, Invoices, Bill of exchange, B/L, Shipping bill, certificate of origin-GSP, customs house agent; Pre-shipment Export Documents, Letter of Credit, Documents relating to it, Export Incentives, Export Houses Basics.

Recommended Books

1. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai, 2016.
2. Khushpat S. Jain, Export Import Procedures & Documentation, Himalaya Publishing House, Mumbai, 2015.
3. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.
4. Ram Paras, Exports: What, Where and How?, Anupam Publications, New Delhi.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Operations Management	Theory	I A	Total				
Code : SCT 2.11			70	30	100	4	0	0
Subject Title	Materials And Purchase Management							
Objectives	1. To familiarize the participants concepts and techniques of Materials Management. 2. Provide an understanding to the advanced concepts and practices in Purchasing and Material Planning.							
Module 1	Materials Management							
Introduction to Materials Management, Concept significance and strategic role of Integrated Materials Management. Materials planning and forecasting, Material Handling: Material Planning – Factors affecting Material planning – Techniques of material planning Materials Requirement Planning (MRP).								
Module 2	Inventories							
Inventories – Definition-Classification of Inventories- Need for inventories, Inventory Planning and Control Models –EOQ Model, Quantity Discounts, Reorder point – Lead Time Analysis – Safety stocks – Q System – P System – S System. Classification, Codification, Universal product Code, RF Id System, ABC analysis –VED, GOLF, FSN, HML.								
Module 3	Purchasing							
Purchasing Fundamentals , Make or Buy, Source Selection , Vendor Rating and Vendor Development , Value Analysis, Purchase Negotiations, Purchase Timing Purchase Contracts, Purchase Insurance , Purchasing Capital Goods, Seasonal Goods, Imported Goods. Deferred Payment Schemes – Lending Institutions Leasing Trends.								
Module 4	Stores Management							
Stores Management Concepts, Location and layout of Warehouses – Different typical models, Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking. Materials handling Equipments Cranes, Tower cranes, Lifting equipment, Series lifting equipment, Lifting platforms, Continuous mechanical handling equipment, Monorail conveyors, Belt, chain and overhead conveyors, Industrial trucks.								



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Module 5	Stores Audit
Stores audit. Management of dead stocks, surplus stocks and scraps, Systems & Procedures for disposal and Control.	
Recommended Books	<ol style="list-style-type: none">1. Gopalakrishnan P & Sundarasan M, <i>Materials Management: An Integrated Approach</i>, Prentice Hall of India.2. Datta A.K, <i>Materials Management Text and Cases</i>, Prentice Hall.3. J.R. Tony Arnold & Stephen N. Chapman, <i>Introduction to Material Management</i>, Pearson Education.4. Gopalakrishnan P, <i>Handbook of Materials Management</i>, Prentice Hall.



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Semester : II	Soft Core	Semester Exam			L	T	P	Credits
	Operations Management	Theory	I A	Total				
Code : SCT 2.12			70	30	100	4	0	0
Subject Title	Operations Strategy							
Objectives	<p>1. Be able to develop an understanding of how to design a company's operations model so as to meet the competitive strategy of the company while employing the resources in the most efficient way.</p> <p>2. Provide knowledge to formulate the strategy in terms of the capacity, supply networks, process technology, New product and service development.</p> <p>3. Demonstrate knowledge and skill in formulation and successful implementation of Operations strategy that leads to sustainable competitive advantage of the firm.</p>							
Module 1	Introduction							
<p>Operations Strategy- Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy-Strategic alliances and production sharing, Fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges.</p>								
Module 2	Strategic issues in Manufacturing							
<p>Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration –Order Winners, Order Qualifiers.</p>								
Module 3	Technology strategy Issues							
<p>Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various trade-offs alternatives – Focused manufacturing – Product or process focus –value chain approach.</p>								
Module 4	Strategic Quality Management							
<p>Humanistic aspects of operations strategies, Strategic quality management: TQM, Quality policy,</p>								



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goals, objectives and audit, Total Productivity Management, Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging IT for strategic management of Operations.

Module 5 **Sustainable Strategy**

Sustainable alignment- sustaining alignment over time, Formulation of strategy, Formulation models for alignment, Operations strategy formulation challenge, New approaches to Operations strategy- TQM, Lean, Business process re-engineering, ERP Six sigma, Purpose of Implementation- Strategic context, Point of entry, The process of operations strategy deployment- The methodological context, Project – delivery context, participation – Operational context.

Recommended Books

1. Operations Strategy, Nigel Slack, Pearson Education limited
2. Operations strategy, David Walters. Palgrave Macmillan.
3. Operations Management by Terry Hill, Palgrave, 2nd Edition.



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Semester: II	Open Elective Theory	Semester Exam			L	T	P	Credits
	Office Management	Theory	I A	Total				
Code : OET 2.1			70	30	100	4	0	0
Subject Title	Office Management - I							
Objectives	To familiarize students with the activities in a modern office. Smooth functioning of any organization depends upon the way various activities are organized, the facilities provided to the staff working in the office, the working environment, tools and equipment used in office.							
Module 1	Modern Office Functions							
Meaning, functions and importance of office management; office management and organization. Principles of office management and organization, Principal departments of modern office, Centralization vs. decentralization of office services.								
Module 2	Office Organization and Administration							
Organization Definition, Characteristics of an Organization, Importance of Organization, Steps in Organization Management, Administration, Principles of organization and formal and informal organization, Types of Organization, Functions of Administrative Office Manager.								
Module 3	Office Accommodation and Environment							
Introduction to Office Accommodation, Location of Office, Office Building, Office Layout, Office Environment, Types of Lighting Systems, Ventilation, Interior Decoration, and Furniture.								
Module 4	Office Machines, Equipment and Record Management							
Objects of Mechanisation, Criteria for Selection, Types of Office Machines, Miscellaneous Machines. Classifications of records, Filing, Methods of filing, Indexing, Types of Indexing, Stationary, Methods of purchasing, Stationery control.								
Module 5	Office Communication							
Introduction to Office communication, Importance of Communication, Effective communication, Communication Procedures, Various mean of communication- Their use, merits and limitations, Selection of means of communication, Organizing Correspondence, Correspondence through Internet,								



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Mail services, Facilities for mail service, Arrangements with the post office.

Recommended Books

1. Chhabra, T.N., Modern Business Organisation, New Delhi, Dhanpat Rai & Sons.
2. Duggal, Balraj, Office Management and Commercial Correspondence, Kitab Mahal, New Delhi.
3. P.K. Ghosh, "Office Management", Sultan Chand & Sons, New Delhi.
4. R.K. Chopra, Office Management, Himalaya Publishing House.



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Semester: II	Skill Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : SCP 2.1		70	30	100	0	0	4	4
Subject Title	Employability Skills							
Objectives	The objective of the course is to train the students with the essential skills required for enhancing employability prospects in the Job Market.							
Module 1	Soft Skills Development							
<p>Soft Skills- Concept; Importance; Attributes of Soft Skills; Soft Skills Categories- Social, Thinking, Negotiation; Practicing Soft Skills</p> <p>Business Etiquettes- Meaning; Etiquettes in Introductions; Telephone/Cell phone Etiquettes; Business Dining; Email Etiquettes</p> <p>Mannerism- Introduction to mannerism, importance, mannerism in business organizations. Do's and Don'ts.</p>								
Module 2	Personality Development							
<p>Personality Development-Self Analysis SWOT. Grooming techniques, Grooming tips for men and women, Grooming for Success : Dress Codes, Guidelines for Appropriate Business Attire – Differentiate among the dressy casual, semiformal, formal and black tie dress code, , Multi-cultural Dressing.</p> <p>Personal Hygiene- meaning of hygiene. Importance of personal hygiene Impression management. How to carry yourself.</p>								
Module 3	Time Management							
<p>Time Management – Introduction, The 80:20 rule, Time Management Matrix, Steps to successful time management, Difficulties in time management, Time wasters and Time savers.</p>								
Module 4	Goal Setting							
<p>Goal Setting- Difference between wishes, dreams & goals, types of goals, benefits & areas of goals, SMART goals. Exercise on goal setting.</p>								



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Module 5	Job Interviews
Job Interviews: Interview process; Characteristic of Job Interview; Types of interviews; Pre interview techniques; Interview Questions; Answering Strategies; Frequently asked interview questions; Projecting a positive image; Alternative Interview Formats.	
Recommended Books	<ol style="list-style-type: none">1. Soft Skills: Know Yourself and Know the World – Dr. K Alex - S. Chand & Company Pvt. Ltd., New Delhi2. Managing Soft Skills for Personality Development – B.N. Ghosh – McGraw Hill Education (India) Pvt. Ltd. New Delhi3. Skills for All – Dr. R.B. Rao & Dr. S. Subba Rao – Satyam Publishers & Distributors, Jaipur4. Essential Communication Skills – Shalini Aggarwal – Ane Books Pvt. Ltd.5. Business Communication (Skills, Concept and Application) Third Edition – P.D. Chaturvedi, Mukesh Chaturvedi – Pearson India Education Services Pvt. Ltd.6. NASSCOM - Global Business Foundation (Students Handbook) powered by Accenture, Convergys, Dell, Deloitte, IBM – Foundation Books.- Cambridge \ University Press India Pvt. Ltd., New Delhi.



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Semester : II	Skill Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : SCP 2.2		70	30	100	4	0	4	4
Subject Title	Data Analysis Using Software Tools							
Objectives	1. To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data. 2. To use SPSS for effective decision reporting.							
Module 1	SPSS Windows Processes							
Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option.								
Module 2	Creating and editing a Data File							
Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files								
Module 3	Frequencies and Graphs							
Graphs : Creating and editing graphs and charts Frequencies: Frequencies, bar charts, histograms, percentiles								
Module 4	Descriptive Statistics							
Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure								



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Module 5	Testing of Hypotheses
Bivariate Correlation, The T test procedure, The one way ANOVA procedure.	
Recommended Books	<ol style="list-style-type: none">1. Darren George, Paul Mallery, SPSS for Windows – Step by Step : Pearson Education, (LPE).2. Gupta S. L., SPSS 17.0 for Researchers, International Book House Pvt. Ltd.3. Alan Bryman, Duncan Cramer, Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge



Semester-III

Semester: III	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 3.1		70	30	100	4	0	0	4
Subject Title	Strategic Management							
Objectives	1. To provide understating of various perspectives and concepts in the field of Strategic Management. 2. To help participants develop skills for applying Strategic Management concepts to the solution of business problems. 3. To enable to students to use traditional and contemporary analytical tools of Strategic Management.							
Module 1	Introduction to Strategic Management							
Introduction to Strategy – Concept of Strategy -Strategic Management Process –Vision & Mission-Characteristics of good mission statements - Objectives and Goals – 7’s Framework – External Environmental Analysis –Macro Environment and Industry Analysis–Porter’s Five Forces Analysis – Internal Analysis - SWOT Analysis –Resource Based View – Value Chain Analysis -Strategic Analysis.								
Module 2	Types of Strategies							
Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation –Focus –Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration, Diversification strategies – Mergers, Acquisitions, Strategic Alliances, Turnaround, Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies.								
Module 3	Strategy Implementation and Control							
Strategy Implementation – Resource Allocation – Leadership in Strategic Management – Strategy, Structure and Organisation Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix, GEC Model, Product-Market Evolution Matrix, TOWS Matrix, etc., Review &Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise, Surveillance,								



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Implementation and Strategic Alert Control.	
Module 4	Corporate Management and Governance
Corporate Management and Corporate Governance – Role and Functions of Board of Directors-Role and Skills of Top Management – Innovation and Creativity – Innovation Culture – Learning Organization – Corporate Social Responsibility – Sustainability and Strategic Management – Integrating Social & Environmental Sustainability issues in Strategic Management – Triple Bottom Line.	
Module 5	Recent Developments in Strategic Management
Core Competence as the Root of Competitive Advantage – Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas, Value Curve & Four Actions Framework – New Business Models for Digital Economy- commerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non Profit Organisations	
Recommended Books	<ol style="list-style-type: none"> 1. Hill, Charles W.L. and R. Jones, Gareth – Strategic management: An integrated Approach, Cengage 2. Azhar Kazmi, Strategic Management – Tata McGraw Hill 3. Srinivasan R – Strategic Management: The Indian Context, Prentice Hall of India 4. Srivastava RM – Strategic Management: Concepts, Skills and Practices, Prentice Hall of India. 5. Mason Carpenter, Gerard Sanders, Prashant Salwan – Concepts and Cases Strategic Management: A Dynamic Perspective, Pearson Education, India



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Semester : III	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 3.2		70	30	100	4	0	0	4
Subject Title	E-Business							
Objectives	This course is aimed at developing an understanding of e-business, with reference to various issues and concerns imperative to implementation of e-business strategies.							
Module 1	Introduction to E- Business							
Introduction to E-Business: Origin and Overview of E-Business – Advantages, functions, applications, scope and goals of E-Business. Framework of e-business, service enabling infrastructure, Electronic commerce building blocks: objects and object classes, Business Applications, Issues Involved in e-Commerce, Supply Chain Management. E-Commerce Trade Cycle.								
Module 2	E-Commerce Business Models							
E-Commerce Business Models: Business to Business e-commerce (B2B), Business to Consumers e-commerce (B2C), Consumers to Consumers e-commerce (C2C}, Business to Employees e-commerce (B2E), Consumer to Business e-commerce (C2B), Government to Business e-commerce (G2B) – Peer to Peer Business Models, M-Commerce Business Models - Sharing economy - Value Proposition - Revenue Model, Market Opportunity – Competitive Environment - Competitive Advantage, Market Strategy.								
Module 3	Consumer Oriented- Marketing Strategies							
Consumer Oriented- Strategies for Marketing, Sales and Promotions, Internet Advertising, Models of Internet Advertising, Benefits of Internet Advertising, Weakness of Internet Advertising, Online Promotion tools & techniques, Assessing Requirement for an Online Business Designing, What is WEB, Components of a Website, Concept and Designing Website for E-commerce, Design criteria, Types of Web Pages, Corporate Web Site, Contents of a Corporate Web site, Process of Setting Up Website For E-Commerce, Need for a website, Web Portal, Types of Portals, Essential Characteristics of a Good Business Site, Steps in setting up Business on Internet.								
Module 4	Electronic Payment Systems							



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Electronic Payment Systems: The Internet Payment Processing System, Basic steps of an online payment, Various Online Payment Systems, Prepaid and Post Paid Payment Systems, Benefits and Features of Post Paid Payment System, Main security requirements for e-payment, Basic classification of e-payment systems, Security issues on Electronic Payment System, Solutions to Security Issues, Anti-Virus Programs, Firewalls, Secure Socket Layer (SSL), Secure Electronic Transaction (SET), Public Key Software Infrastructure (PKI), Other Measures.

Module 5

Security and Legal aspect of e-Commerce

Legal, Ethical and Privacy Issues, Security. Security Issues in E-commerce, Types of Threats and sources of threats, Security tools, Regulatory framework of E-commerce, Information Technology Act-2000, Information Technology [Amendment] Act, 2008,

Recommended Books

1. Bharat Bhaskar, E-commerce: Framework, Technologies and applications. McGraw Hill Education (India) pvt ltd, 4th Edition.
2. Harvey M.Deitel, Paul J.Deitel& Kate Steinbuhler, E-business and E-commerce for Managers, Pearson, 2011.
3. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3rd Ed.
4. Kenneth C. Laudon and Carol GuercioTraver, E Commerce: Business, Technology, Society, Pearson Education, 3rd Ed.
5. Krishnamurthy S, E-Commerce Management: Text and Cases, Cengage South-Western, 2006.



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Semester: III	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 3.3		70	30	100	4	0	0	4
Subject Title	Event Management							
Objectives	To provide practical knowledge of event procedure and management.							
Module 1	Introduction to Event Management							
Event – Meaning – Why Event Management? – Analysis of Event, Scope of Event, Decision Makers – Event Manager, Technical Staff –Establishing of Policies and Procedure – Developing Record Keeping Systems.								
Module 2	Event Management Procedure							
Principles for Holding an Event, General Details, Permissions – Policies, Government and Local Authorities – Phonographic Performance, License, Utilities – Fire Brigade, Ambulance, Catering, Electricity, Water, Taxes Applicable.								
Module 3	Conduct of an Event							
Preparing a Planning Schedule, Organizing Tables, Assigning Responsibility, Communication and Budget of Event – Checklist, Computer Aided Event Management, Roles and Responsibilities of Event Managers for Different Events.								
Module 4	Public Relations							
Introduction to Public Relations – Concept – Nature – Importance –Limitations – Media – Types of Media – Media Management, Public Relation Strategy and Planning. Brainstorming Sessions – Writings for Public Relations.								
Module 5	Corporate Events							
Planning of Corporate Event, Job Responsibility of Corporate Events Organizer, Arrangements, Budgeting, Safety of Guests and Participants, Creating Blueprint, Need for Entertainment in Corporate Events and Reporting. Various Roles and Responsibilities.								
Recommended	1. Principles of Event Management – Annie Stephen & Hariharan, Himalaya							



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Books	Publishing House. 2. Event Management – Annie Stephen & Hariharan, Himalaya Publishing House 3. Event Marketing and Management – Sanja Singh Gaur & Sanjay V. Saggere, Vikas Publications. 4. Event Management – Lynn Van Der Wagen & Brenda R. Carlos, Pearson Higher Education 5. Event Management- Principles & Practice – Razaq Raj, Paul Walters, Tahir Rashid, SAGE Publications Ltd.
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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Tourism and Hospitality Management	Theory	I A	Total				
Code : SCT 3.1			70	30	100	4	0	0
Subject Title	Fundamentals of Hospitality Management							
Objectives	1. To understand the nature and scope of Hospitality Management. 2. To Figure out the different types of hotels and restaurants. 3. To Understand and analyse the hospitality industry from various perspectives of hotel, tourism, travel and transport.							
Module 1	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.								
Module 2	Tourism Industry							
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.								
Module 3	Hotel Industry							
Organization of Hotels, ownership structure: Sole Proprietorship, partnership, Franchisees, Management Contract – concept, their advantages and disadvantages. Clarification of Hotels – Major Departments of Hotel -Star Ratings of Hotels – Global Standards for Hotels.								
Module 4	Travel and Transport							
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.								
Module 5	Recent Trends in Hospitality and related sectors							
Recent Trends in Hospitality and related sectors: Future of Hospitality Industry, Changing trends,								



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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.

Recommended Books

1. Bhatia A.K.(2012)Tourism Development and Principles & Practices, Sterling Publishers.
2. David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.Oxford University Press.
3. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.
4. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Tourism and Hospitality Management	Theory	I A	Total				
Code : SCT 3.2			70	30	100	4	0	0
Subject Title	Tourism and Travel Management							
Objectives	1. To prepare the learners with knowledge and skills essential know what is tourism. 2. To prepare the learners with its types and the Nations contribution to the industry.							
Module 1	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. Case Studies.								
Module 2	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.								
Module 3	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.								
Module 4	Tourism Management							
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.								
Module 5	Eco Tourism							
Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts -								



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Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of 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.

Recommended Books

1. Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993)
Macmillan/ McGraw, Singapore
2. Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi,
Oxford University Press
3. Tourism and Hospitality Management by Neha Publishers and Distributors.



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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Banking Management	Theory	I A	Total				
Code : SCT 3.3			70	30	100	4	0	0
Subject Title	Banking Operations Management							
Objectives	1. To understand the basics of Banking and the emergence of Banking in India. 2. To get acquainted with the functionality of the Banks. 3. To know the meaning and use of commonly used technologies in Banking. 4. To make the students understand Banking accounts.							
Module 1	Introduction							
<p>Banking Basic Concepts, Emergence of Banks – Global and Indian Perspective, Journey of Banking in India, Role of Banks as important Aids to Trade, Functions of Banks, Contribution in GDP and effect on Indian Economy, Role Banking in India pre and post-independence, Banking in post 1991 Reforms, Role of foreign players in Indian Banking.</p> <p>Types of Banks & Banking: Nationalized & Co- Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks, Foreign Banks, Wholesale and Retail Banking.</p>								
Module 2	Regulatory Framework							
<p>Banking Regulation Act, RBI Act, SEBI, IRDA, RBI regulations with regard to Nationalized & Cooperative Banks, Private Banks, Foreign Banks, Commercial Laws with reference to Indian Banks, Security Norms, Core Banking Environment. Standard Books and registers to be maintained for different accounts.</p> <p>Funding & Recovery: Sector Specific funding, short term and long term loans, MSME funding, Mortgage, Pledge & Hypothecation, Recovery of loans, Non- Performing Assets, Effect of NPA on bank's profitability, Provision for NPAs.</p>								
Module 3	Banking and Accounting of transactions							
<p>Concepts in Banking and Accounting of transactions: Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, DATANET Bank Reconciliation Statement - Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Bills of Exchange - Types of Instruments of Credit; Term and Due Date of a Bill; Certain Important Terms.</p>								



Module 4	Final Accounts of Banking Companies
<p>Final Accounts of Banking Companies: Requirements of Banking Companies as to Accounts and Audit; Principal Books of Accounts; Preparation of Vouchers, Cash receipt and payment entries, Preparation and Presentation of Financial Statements of Banks according to schedules in prescribed format. KYC, Different documents to satisfy KYC.</p>	
Module 5	Interest Computation
<p>Calculation of Simple Interest and Compound Interest -Fixed and Floating interest rates - Calculation of EMIs - Calculation of front end and back end interest -Calculation of Annuities - Interest calculation using products /balances, Amortization and Sinking Funds Bonds - Calculation of YTM - Duration - Bond Pricing - Premium and Discount - Bond valuation rules preliminary method, definition of debt, rules on compounding in respect of loan accounts, penal interest etc.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Banking Concepts & Operations by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya 2. The Indian Financial System and Development – Vasant Desai – Himalaya Publishing House. 3. Banking - E. Dharmaraj – SciTech Publications 4. Management of Banking & Financial Services, 3e, Padmalatha Suresh, Pearson Publication 5. Fundamentals of Banking & Finance- Dr. K. M. Bhattacharya- Himalaya Publications 6. Development Banking & Financial Intermediaries –Dr Vasant Desai- Himalaya Publications 7. Indian Financial System – M Y Khan – Tata McGraw Hill 8. Accounting and Finance for Bankers – Indian Institute of Banking & Finance – Macmillan. 9. Mudra Banking evamlok with (Money banking & Public Finance)1/e –Dr. S. N. Singh 10. Indian Financial System-A A Avadhani.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Banking Management	Theory	I A	Total				
Code : SCT 3.4			70	30	100	4	0	0
Subject Title	Retail & Universal Banking							
Objectives	1. To enable the students familiarizing with operational aspects of retail Banking products and developing suitable strategies to broaden the retail client base.							
Module 1	Retail Banking							
Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.								
Module 2	Types of Products							
Important Retail asset products: Home loans, Auto/vehicle loans, Personal loans, Educational loans - Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other Products / Remittances/Funds Transfer.								
Module 3	Retail Strategies							
Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels- Branch, Extension counters, ATMs, POS, Internet Banking-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking.								
Module 4	Trends in Retailing							
Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities.								
Module 5	Recovery of Retail Loans							
Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFESI, Act, DRT Act, use								



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of Lok Adalat forum, Recovery Agents-RBI guidelines.

Recommended Books

1. Fundamentals of Retail Banking Agarwal, O.P., Himalaya Publishing House, Mumbai.
2. Banking Marketing Jha, SM, Himalaya Publishing House, Mumbai
3. Indian Financial System, Khan, MY, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Modern Banking in India, Uppal;, RK,& Bishnupriya N, New Century Publications, New Delhi
5. Indian Institute of Banking & Finance, Retail Banking, Mumbai
6. Banking Services and IT, Uppal, RK, New Century Publications, New Delhi
7. Introduction to financial Planning by Taxmann.
8. Elements of Banking and Insurance, by Sethi, Jyotsna, Bhatia.



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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Insurance Management	Theory	I A	Total				
Code : SCT 3.5			70	30	100	4	0	0
Subject Title	Principles and Practices of Life Insurance							
Objectives	1. To provide a basic understanding of the insurance mechanism and principle of insurance. 2. To provide an overview of Indian insurance industry.							
Module 1	Introduction							
<p>Meaning of insurance, Evolution and nature of insurance Meaning of risk and types of risk, management of risks – loss minimization techniques. Scope of insurance, Benefits of insurance, management of risk with insurance different classes of insurance – importance of insurance.</p> <p>Principles of insurance: Meaning, importance and applicability of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – principle of utmost good faith – the relevance of proximate cause – the insurance contract. Disclosure principle.</p>								
Module 2	Practice of Life Insurance							
<p>Practice of Life Insurance: Overview of the Indian Insurance Market – Growth of Insurance business in India – Organizational structure of the Life Insurance Corporation of India (LIC) – Postal Life Insurance – Organizational structure of Postal Life Insurance – Appointment of life insurance agents and their functions – Need of an agent in life insurance selling – Appointment of agents – Remuneration to agents – Trends in life insurance distribution channels.</p>								
Module 3	Insurance Policies							
<p>Premiums And Bonuses: Concept of premium – Different types of premium – Different factors considered in calculating premium – Bonus in policies – Different types of bonus in life insurance policies.</p> <p>Plans of Life Insurance: Different types of life insurance plans – Term Plan – Endowment Plan – Money Back Insurance Plan – Whole-Life Insurance Plan – Unit Linked Insurance Plans (ULIPs) – Joint Life Insurance Plans – Child Insurance Plans – Rider benefits – Industrial life insurance – MWP Policies – Keyman insurance – Health insurance and its types.</p>								
Module 4	Group Insurance							



Annuities, Group Insurance: Understand the concept of annuity – Different types of annuity plans – Advantages and disadvantages of annuity – Annuity Vs Life Insurance – Important terms used in annuity, Importance of group insurance schemes – Main features of group insurance schemes – Eligibility conditions in group insurance – Different types of group insurance schemes – Concept of Unit-linked policies,

Module 5

Applications And Acceptance

Applications And Acceptance: Fundamentals of life insurance contracts – Principles of utmost good faith – Insurable interest – Life insurance policy application and process – Proposal form and related documents.

Recommended Books

1. Life and health insurance handbook— Davis W. Gregg
2. M. N. Srinivasan: Principles of Insurance Law, Wadhwa & Co.
3. Rajiv Jain : Insurance Law and Practice, Vidhi Publication Private Limited
4. Taxmann : Insurance Manual, Taxmann Publication Private Limited
5. Bharat : Manual of insurance Laws, Bharat Publication Private limited
6. Dr. Avtar Singh : Law of Insurance, Universal Publication Pvt. Limited
7. George E. Rejda : Principles of Risk Management and Insurance
8. Principals & Practice of Insurance – Periasamy Himalaya Publications
9. Fundamental so Insurance by P K Gupta Himalaya Publications
10. Principles & Practices of Insurance by Dr. E B Khedkar & Dr. D. B. Bharati Himalaya.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Insurance Management	Theory	I A	Total				
Code : SCT 3.6			70	30	100	4	0	0
Subject Title	Practice of General Insurance							
Objectives	<p>1. This course primarily deals with practical aspects of General insurance within the framework of prevailing legislation.</p> <p>2. It aims at familiarizing the reader with the market structure, procedures and practices, coverage's under various insurance policies, underwriting practices, claims management, accounting, investments and customer service.</p>							
Module 1	Insurance Legislation							
<p>Insurance Legislation: The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDAI) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDAI – Motor Vehicles Act 1988 – Other Acts – Exchange Control Regulations – Consumer Protection Act 1986 – Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India.</p>								
Module 2	Insurance Market							
<p>Insurance Market: Historical – Present scenario – Agents – Corporate Agents – Brokers – Third Party Administrators (TPA) – Surveyors / loss Assessors – Overseas Markets – U K – USA,</p>								
Module 3	Insurance Forms							
<p>Insurance Forms: Proposal Forms – Cover Notes – Certificate of Insurance – Policy Forms – Endorsements – Interpretation of policies – Co-insurance – Standard policies.</p>								
Module 4	Fire & Marine Insurance Coverage							
<p>Fire & Marine Insurance Coverage: Fire insurance Coverage's – Marine insurance Coverage's – Types of Marine insurance policies – Duty & increased value insurance.</p>								
Module 5	Miscellaneous Coverage							
<p>Miscellaneous Coverage: Motor insurance – Liability only policy – Package policy – Personal</p>								



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Accident insurance – health insurance – Burglary insurance – Baggage insurance – Legal Liability insurance – Public & Product Liability insurances – Professional Indemnity insurance – Workmen’s Compensation insurance – Fidelity Guarantee insurance – Banker’s Indemnity insurance – Carrier’s Legal Liability insurance – Jewelers’ Block insurance – Composite policies – Aviation insurance – Engineering insurance – Rural insurances – Micro insurance. Industrial All Risks insurance – Advance Loss of Profits insurance – Oil & Energy Risks insurance – Satellite insurance.

Recommended Books

1. General Insurance: Business Operations in executing: Dr. K C Mishra
2. B. D. Bhargav (2008)- Insurance Theory And Practice (First edition)
3. M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition)
4. Principle & Prctice of Non Life Insurance- P K Gupta Himalaya Publications
5. General Insurance, John Magee & David Bicklhaupt
6. Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond, R. D.Samarth
7. Study on Distribution Functions in General Insurance & Role of Intermediaries, Arun Agarwal / P R Rao
8. General Insurance for Information Technology Professionals, Martin Frappoli.



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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Hospital Management	Theory	I A	Total				
Code : SCT 3.7			70	30	100	4	0	0
Subject Title	Operations and Quality Management in Hospitals							
Objectives	1. The objective of the course is to equip the learners with decision making skills in planning, scheduling and control of production and operation functions in hospitals.							
Module 1	Operations in Hospital							
Introduction to Concepts – Product vs. Service Operations – Front office – Admission – Billing – Medical Records – Ambulatory Care – Death in Hospital – Brought-in Dead. Maintenance and Repairs Bio Medical Equipment. Facility Location and Layout importance of location, factors, general steps in location and selection decision process, types of layouts –techniques of work measurement, time and motion study. Productivity measures, value addition, capacity utilization.								
Module 2	Clinical and Supporting Services							
Clinical Services – Clinical Departments – Out patient Department (OPD) – Introduction – Location – Types of patients of OPD – Facilities – Flow Pattern of patients – Training and Coordination; Radiology – Location – Layout – X-ray Rooms – Types of X-ray machines – Staff – USG – CT – MRI – ECG, PET Scan. Supporting Services – House Keeping – Linen and Laundry – Food Services – Central Sterile Supply Department (CSSD), Maintenance.								
Module 3	Purchasing Strategy Process							
Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing management – Inventory Management; Valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; value management, value engineering, value analysis.								
Module 4	Quality Management in Hospital							
Introduction – Concept – Definition – Origin & Growth of Quality Management – Importance and Significance of TQM for Hospitals – Prerequisites of Quality Management in Hospitals – Role of Medical Record in Quality Management – Quality Circles – Quality Assurance. Quality Management in Hospital : Front Office – OPD – Casualty – Labs – OT – CSSD – IP –								



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Dietary, HK, ICU – Nursing – Laundry – Canteen – TQM team work – Employee involvement – Key result areas – leadership – TQM Tools – Quality function deployment – Concurrent engineering – FEMA – Demings – P.C.D.A. Cycle – JIT (Just in Time) – Kaizan – ‘O’ defect programme – Statistical Tools in TQM – flow diagram – Pareto Analysis – Cause and effect diagram – Control Charts – Bench Marking – Business Process Reengineering – TQM practices in Indian Hospitals.

Module 5

Hospital Accreditation

Accreditation – Introduction – Concept of Hospital Accreditation – Accreditation Scenario in India and abroad – Organisations, authorities for accreditations in India – Accreditation process - Role of the government in developing an accreditation system.

Recommended Books

1. Maduri Sarma, Essentials for Hospital Support Services and Physical Infrastructure, Jaypee Brothers Publications – 2008.
2. Prabhu KM, Sood SK, Hospital Laboratory Services Organization and Management, Journal of Academy of Hospital Administration – 2010.
3. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
4. Schoedev, Roger G., Operations Management – Decision Making in Operations Function, McGraw Hill, New Delhi, 2007.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Hospital Management	Theory	I A	Total				
Code : SCT 3.8			70	30	100	4	0	0
Subject Title	Hospital Services Marketing							
Objectives	The objective of this course is to enhance the marketing skills of the student with special reference to Hospital Services marketing.							
Module 1	Introduction							
Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing.								
Module 2	Service Marketing							
Service Characteristics and their strategic implications, Service Consumer Behaviour – Service Marketing strategy – Market segmentation – targeting and positioning – Service Marketing Mix - Service Triangle – Branding of Hospitals.								
Module 3	Product and Process							
Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee management.								
Module 4	Promotional Activity							
Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies; External marketing – Promotional mix – Promotional campaign design ; Interactive marketing.								
Module 5	Service Quality Management							
Service distribution; Service Demand and Capacity Management; Service Quality Management- GAP model, SERVQUAL model – Service recovery strategies.								
Recommended Books	1. Ramamohana Rao, K., Services Marketing, Pearson Education (Asia), 2. Kotler Philip, Marketing Management (Millennium Edition), PH1, New Delhi, 2006.							



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	<ol style="list-style-type: none">3. Zeithaml bitner, Yalarie A., Service Marketing – Cases in Marketing Management, MC Graw Hill, New York, 20074. Srinivasan, R., Services Marketing (The Indian Context), Prentice Hall India, New Delhi, 2006 Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.5. Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.6. Christopher Lovelock & Jochen Wirtz, Services Marketing (People, Technology and Strategy), Pearson Education, New Delhi, 2004.7. Saxena, Rajan, Marketing Management, Tata McGraw Hill, New Delhi, 20088. Still, Richard R, Edward W. Cundiff and Norman A.P. Govani, Sales Management PH1, New Delhi, 2007.
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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Entrepreneurship Development	Theory	I A	Total				
Code : SCT 3.9			70	30	100	4	0	0
Subject Title	Entrepreneurship and Ethics							
Objectives	1. To inculcate the spirit and perspective of entrepreneurship among students. 2. To make the students job creators instead of job seekers. 3. To enable the students to critically examine ethical dilemmas in entrepreneurship.							
Module 1	Entrepreneurship in the New Millennium							
Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development.								
Module 2	Opportunity Assessment							
Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, Why new ventures fail, Sources of Finance for New Venture.								
Module 3	Feasibility Analysis and Crafting Business Plan							
Feasibility analysis of Industry, Market, Product or service and Finance; Business plan – Meaning, Significance, contents, formulation and presentation of Business Plan, Common errors in Business Plan formulation.								
Module 4	Legal Forms of Entrepreneurial Organizations							
Identifying legal structures, Selection of an appropriate legal structure, Sole proprietorships, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.								
Social Entrepreneurship Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, Few experiments.								



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Module 5	Ethics and Entrepreneurship
<p>Meaning and Need for business ethics, Arguments for and against Business ethics, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions, Frame work for ethical decision making, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.</p>	
Recommend ed Books	<ol style="list-style-type: none">1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.2. Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – Hill3. Poornima M. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education4. Hartman, Laura P, Perspectives in Business Ethics, McGraw Hill.5. Thomas W. Zimmerer & Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI6. Jeffry A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill.7. Dr. ArunaKaulgud, Entrepreneurship Management, Thomson.8. Mandal S. K, Ethics in Business and Corporate Governance, Tata McGraw Hill.9. Vasant Desai , 'Dynamics of Entrepreneurial Development and Management' Himalaya Publishers10. Rashmi Bansal, Take me Home, Westland Ltd, 2014.



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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Entrepreneurship Development	Theory	I A	Total				
Code : SCT 3.10			70	30	100	4	0	0
Subject Title	Perspectives on Startups							
Objectives	To develop perspective and an appropriate understanding of Startups and SMEs in the Indian context.							
Module 1	Introduction							
Definition and meaning SMEs & startups, role, importance and present status in Indian economy, Factors influencing their emergence, Government Policies for startups and SMEs in India, Monetary and Fiscal Policies, Problems and Challenges.								
Module 2	Process of New Venture							
Registration & Licensing, bank & other statutory formalities. Organizing the basic infrastructure such as premises, water, power, transport etc., procurement of machinery & equipment, mobilization of human and material resources, trial run.								
Module 3	Launching Of Startups							
Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.								
Module 4	Supporting Institutions							
Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods.								
Module 5	Financing							
Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.								
Recommended	1. Norman Scarborough , “Effective Small Business Management: An							



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Books	<p>Entrepreneurial Approach”. Prentice Hall Publication, 2010</p> <p>2. Longenecker, Moore et al , “Small Business Management”, Thomson Publishing Company ,14th edition, 2008</p> <p>3. Dr. Vasant Desai, ”Small scale industries and entrepreneurship”, Himalaya Publishing House,9th Edition, 2014</p> <p>4. Dr. JyotiGogte , Startup and New Venture Management, Vishwakarma Publication, Ist Edition, 2014</p> <p>5. Dr. AtulKapdi , Startup and New Venture Management, Thakur Publications.</p> <p>6. M.P. Haridas , “Small Business Environment and Management”, Adhyayan Publishers and Distributors, 2010</p> <p>7. K.V. SubbaRao , “Entrepreneurial Development and New Enterprise Management”, Adhyayan Publishers and Distributors, 2009</p> <p>8. Indian Institute of Banking and Finance , “Small and Medium Enterprises in India” Taxmann Publishers, 2013</p> <p>9. Ashim Kumar Das , “Financial Management: A study of Small Business in North Eastern Region of India”, Akanksha Publishing, 2006</p> <p>10. Preeti Singh , “Dynamics of Indian Financial System: Markets, Institutions and Services, Global Professional Publishing Ltd, 2012</p>
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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Retail Management	Theory	I A	Total				
Code : SCT 3.11			70	30	100	4	0	0
Subject Title	Introduction to Retailing							
Objectives	1. To make familiarize with the nature, scope and concepts of retail business in India. 2. To provide overview of the emerging retail market and economical significant.							
Module 1	Introduction							
Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Functions of Retailing, and Retail as a career.								
Module 2	Retail Market							
Global retail market- Challenges and opportunities-Evolution of Retail in India-Drivers of Retail change in India-Emergence of young earning India-Size of Retail in India: Clothing ,Textiles and Fashion accessories-Food And Food services-Books & Music.								
Module 3	Types of Retailers							
Types of Retailers - Form of ownership- Independent retailer, corporate retail chain, are franchising. Services provided to customers – self service, selected service and full service retailer. Product lines- Specialty Stores, Discount Stores, Department Stores, Supermarket, Hypermarket. Non-store retailing – Electronic retailing, catalog and direct mail retailing, Direct selling, television home shopping.								
Module 4	Retail Marketing							
Marketing Decision of Retailer - Target Market. Product assortment & procurement. Services & store atmosphere. Price decision. Promotion decision. Place decision. Major concerns of Retailers – customer, supplier, Visual Merchandising, Store Location, Store Layout, Keeping Pace With Technology.								
Module 5	Economic Significance							
Economic significance of retailing- employment, top 10 global and Indian retailers, structure of retailing and distribution channel. Opportunities in retailing- Management opportunities and								



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entrepreneurial opportunities

Recommended Books

1. Michael levy and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international edition,U.S,1798.
2. Judith . W.Kincaid,Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003.
3. Bert Rosenbloom,Retail Marketing,Random House
4. Retail Marketing Management- D. Gilbert.
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach
6. Swapana Pradhan- Retailing Management
7. The Retail Revival- Reimaging Business: Dougs Stephens
8. Retail Analytics : The Secret Weapon by Ennets Cox
9. Emerging Trends in Retail Management : N Panchanatham & R Gnanguru



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Retail Management	Theory	I A	Total				
Code : SCT 3.12		70	30	100	4	0	0	4
Subject Title	Retail Store & Operation Management							
Objectives	1. To enhance the basics knowledge of retail operation management. 2. To introduce the core functional Area of merchandising. 3. To provide the modern conceptual framework of logistic and information management.							
Module 1	Introduction							
Designing the organization structure for a retail firm- organization design consideration. Store Location: Nature and significance of Retail Location, Types, Factor affecting store location, Location and Sight Evaluation, Trading Area Analysis, Recent Trends in Location of Store.								
Module 2	Merchandising							
Nature and Objective of Store Layout: Allocation of floor space, Classification of store offering, Traffic flow pattern of store, Space need, Interior display. Visual Merchandising - role of Visual Merchandiser, Visual Merchandising Techniques- idea oriented presentation, style presentation, colour presentation, price lining, vertical merchandising, tonnage merchandising, fixtures. Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.								
Module 3	Retail Store Management							
Retail Store Management – various tasks need to be performed, Responsibilities of Store Manager, Shelf Allocation, Check-out Counter Management etc., HRM in Retail, Retail and Logistics, Store Security, Parking Space Problem at Retail Centres.								
Module 4	Buying of Merchandise							
Buying of merchandise - Manufacturer brand, private label brand, International sourcing – cost associated with global sourcing decision, managing issues associated with global sourcing. Store Record and Accounting System, Coding System, Material Handling in Stores, Customer data								



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management – Market basket analysis.	
Module 5	Logistic and Information System
Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System. Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing, Measuring duration & sequence of visit, Number &nature of outlets visited & spend of share of wallet across the tenants.	
Recommended Books	<ol style="list-style-type: none">1. Retail management by Levy and Weitz, Tata McGraw Hill Publisher 1.2. SwapanaPradhan- Retailing Management3. David Gilbert- Retail Marketing4. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing5. A. J. Lamba- The Art of Retailing6. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach.



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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Textile Management	Theory	I A	Total				
Code : SCT 3.13			70	30	100	4	0	0
Subject Title	Indian Textile Industry							
Objectives	1. To introduce overview of Textile Industry in India. 2. To enhance the basics knowledge of major segments and technological development of Textile Industry. 3. To provide the modern conceptual framework of fashion and Trade in Apparel and Textiles Industry.							
Module 1	Overview of Textile Industry							
<p>Overview of the textiles industry- Overview of global and Indian textile industry -Nature, size, structure and trade of various sectors of the industry - Evolution and Growth – Employment prospects-supporting institutions and organizations-Trade promotion services (AEPC, CMAI, PEXCIL, etc.)- Handloom and Handicrafts Development Corporation, Silk Board, KVIC, CCIC, NIFT, IIT, NID-Textile research associations- Textile Committee, etc.</p> <p>Origin, Growth and Development of Indian Textile Industry Cotton, Wool, Silk, Rayon, Man-Made Textiles, Readymade garments-Emerging Trends.</p>								
Module 2	Major segments of the Textile							
<p>Major segments of the Textile industry-Organized textile sector- Decentralized sector- Handloom and power loom sector- Cotton and man-made filament yarn industry-Woolen textile industry-Sericulture-Other fibers.</p> <p>Apparel industry in India-Overview of global and Indian apparel industry-History and its development in recent years- Size and nature of the industry- Regional features and structure of the industry-Small and medium scale enterprises- design studios, organized sector.</p>								
Module 3	Technological developments in Textile Industry							
<p>Five year plans for the textile Industry - Recent plan and previous 5 Five year plans - Organizations related to the Textile and clothing Industry- Concept of GATT, MFA, WTO, AIC, Globalization.</p>								



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Technological developments in Textile Industry, Significance and uses. Technological developments in woven, significance and uses - knitting, significance and uses. Recent issues in Textile Industry.

Module 4 **Fashion Industry**

Fashion Industry-Fashion overview- Fashion trade-Nature and sectoral overview of the fashion industry- Fashion retailing- retail stores, Department stores, boutiques, chain stores, discount stores, factory outlets, e-tailing etc. - Role of professionals in the fashion industry.

Module 5 **Trade in Apparel and Textiles**

Trade in Apparel and Textiles-Opportunities and Challenges- Export and Import- Indian apparel export and important product category- Domestic market and domestic brands-Export Promotion Councils of India.

Recommended Books

1. Compendium of Textiles Statistics, Textile Commissioner, Govt. of India.
2. Dickerson, K., Textile and Apparel in the Global Economy, Prentice Hall, Englewood Cliffs, NJ, 1995.
3. Han, H. and the Staff of Vault, Vault Career Guide to the Fashion Industry: Step into a fashionable career with insider advice, 2nd Edition, Vault Inc., USA, 2003.
4. Jarnow, J. A., Guerreiro, M. & Judelle, B., Inside the Fashion Business, John Wiley, USA, 1981.
5. Textiles - Fiber to fabric, Bernard P Corbman, 6th edition, Mc Graw Hill Book Co, Singapore
7. Fabric forming systems, Peter Schwartz, Trevor Rhodes, Mansour Mohammed, Noyes' Publications, New Jersey, USA(1996)
8. Fabric Care, Normia D'Souza, New Age International Pvt Ltd, New Delhi
Journals:
9. Indian Textile Journal - Business Press P. Ltd, Maker Tower B- 18 floor, Cuffparade, Mumbai - 400 009.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Textile Management	Theory	I A	Total				
Code : SCT 3.14			70	30	100	4	0	0
Subject Title	Yarn and Fabric Manufacturing							
Objectives	1. To provide basic knowledge of Yarn and fabric manufacturing. 2. To give knowledge about various manufacturing practices followed by the Textile Industry.							
Module 1	Textile Fibres							
Textile Fibres: Classification –General Properties-Identification Influence Of Fibre Properties On Yarn Quality .Yarn: Classification Of Yarn –Stable Spinning System –Types –Carded and Combed Yarning Winding Warning – Blending.								
Module 2	Ginning & Blow Room							
Ginning & Blow Room: Objects of Ginning – Types of Ginning – Working Principles of Knife Roller Gin –Trash Present In Cotton. Objects Blow Room-Objects of Mixing and Blending – Definition of Opening and Cleaning – Working Principles of Modern Blow Room.								
Module 3	Carding							
Carding .Draw Frame &Comber: Object Of Carding – Nep Removal – Working Principles of HP Carding: Objects Of Draw Frame –Working Principles Of Draw Frame. Objects of Comber – Working Principles of Comber.								
Module 4	Simple, Ring Frame and Cone Winding							
Simple, Ring Frame, O, C &Cone Winding: Objects Of Simple –Working Principles Of Simple . Objects Of Ring Frame – Latest Drafting System In Ring Frame – Working Principles Of Ring Frame. Objects Of O.E –Working Principles Of O. E : Objects Of Cone Winding – Working Principles Of Cone Winding.								
Module 5	Weaving and knitting							
Weaving and knitting: Weaving process Looms and steps in weaving Process; Knitting Process Types of Process-Types of Knitting Working Principles. Non –Woven Fabrics: Manufacturing Process –								



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Properties of Non Wovens –Use and Catre of Non – Woven’s.

Recommended Books

1. Mishra S.PA Text Book Of Fibre Science And Technology.
2. Spun Yarn Technology – Carl A. Lawrence
3. Spun Yarn Technology Vol. I ,II and III –Venkata Subramaniam.
4. Pocket Spinning Export –Textile Info Society
5. Textile Spinning ,Weaving And Designing – Madhavan
6. Textile S:Fibre To Fabric – L. Corbman B.P Mcgraw Hill
7. Knitting Technology – David Spence
8. Textile Design And Color – Watson.



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Semester : III	Soft Core	Semester Exam			L	T	P	Credits
	Agri-business and Rural Management	Theory	I A	Total				
Code : SCT 3.15			70	30	100	4	0	0
Subject Title	Agriculture and Indian Economy							
Objectives	1. To expose learners to the environment in which the agri-business is conducted. 2. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.							
Module 1	Indian Agriculture under the Five Year Plans							
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 Thrust Areas in Agriculture, National Commissions of Farmers and Green Revolution, Crop Pattern in India since 1951.								
Module 2	Food Security in India							
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.								
Module 3	Irrigation and other agricultural inputs							
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.								
Module 4	Land Reforms							
Land Reforms: 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								
Module 5	Agriculture Labour							



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Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL)

Unorganized Sector and Informalisation of the Indian Economy: Unorganized sector and India's Informal economy, size of unorganized sector, poverty, vulnerability and unorganized sector employment – the high degree of correlation, estimate of organized and unorganized workers, self-employed workers in non-agricultural sector, agricultural labourers, bonded labour, working conditions, of farmers, action Program for the unorganized sector, assessment of NCEUS recommendations.

Recommended Books

1. Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons.
2. Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publications
3. Francis Cherunilam 2003. *Business Environment*. Himalaya Publications
4. Indian Economy, Datt and Sundharam, S Chand
5. Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation
6. Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICFAI University Press.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Agri-business and Rural Management	Theory	I A	Total				
Code : SCT 3.16		70	30	100	4	0	0	4
Subject Title	Rural Development							
Objectives	1. To motivate students to understand the realities of rural India its economic strength, weaknesses, opportunities and threats in changing global context. 2. To help students to analyse the rural economic condition from two perspectives viz. actor's and outsider's perspectives. 3. To assists students to develop conceptual framework for dealing with rural economy.							
Module 1	Introduction							
Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Some Dilemmas in Development Concepts and Connotations of Rural Development, Basic Elements of Rural Development, Growth versus Development, Why Rural Development.								
Module 2	Measures of Development							
Measures of Level of Rural Development, Income Distribution, Development Simplified, Concepts and Measures of Rural Poverty. Paradigm of Rural Development: The modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.								
Module 3	Determinants of Rural Development							
Changes in Output, Natural Resources, Human Resources, Capital, Technology, Organizational and Institutional Framework, Relation between Rural Development and Its Determinants.								
Module 4	Strategies for Sustainable Development							
The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India's strategies of rural development, some elements of a new strategy for sustainable development.								
Module 5	Rural Development Project							



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Students to be divided in groups of 5 each and assign to study and present rural development measures and outcomes of a selected rural area.

Recommended Books

1. Rural Development, Katar Singh, Sage Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press
2. Agriculture and Rural Development in India, Smita Patel, Paradise Publishers.
3. Mishra,J. My Vision for India's Rural Development, New Delhi, Vikas Publishing.



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Business Economics	Theory	I A	Total				
Code : SCT 3.17			70	30	100	4	0	0
Subject Title	Fundamentals of Econometrics							
Objectives	The objective of this course is to provide the basic knowledge of econometrics that is essential equipment for business economist students.							
Module 1	Nature and Scope of Econometrics							
	Nature, meaning, definition and scope of econometrics, regression model, reasons for inclusion of error term, principle of least squares, econometric methodology.							
Module 2	Classical Linear Regression Model							
	Estimation and Inference, Ordinary least squares (OLS) estimation, the classical assumptions, Gauss - Markov theorem and properties of the OLS estimators, goodness of fit, coefficient of determination.							
Module 3	Multiple Regression Analysis							
	Estimation, ordinary least squares estimation, Least Squares Estimation, R ² and Adjusted R ² , coefficient of multiple determination, General Linear regression model: Matrix formulation, assumptions, properties and estimation							
Module 4	Testing of Hypothesis							
	Confidence interval approach, test of significance approach, F – test, Z test and X ² test.							
Module 5	Specification Analysis							
	Violations of Classical Assumptions and Remedies Multicollinearity Heteroscedasticity Auto-correlation. Specification Analysis Omission of a relevant variable Inclusion of irrelevant variable Tests of Specification Errors							
Recommended Books	1. D. N. Gujarati and D.C. Porter, Essentials of Econometrics, 4th 2. Jan Kmenta , Elements of Econometrics, Indian Reprint, Khosla Publishing House, 2008, 3. Christopher Dougherty, Introduction to Econometrics, 4th edition, OUP, Indian edition.							



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Semester: III	Soft Core	Semester Exam			L	T	P	Credits
	Business Economics	Theory	I A	Total				
Code : SCT 3.18			70	30	100	4	0	0
Subject Title	Mathematical Economics for Business							
Objectives	1. Understanding basic terms in the areas of business calculus and financial mathematics. 2. Independently solving of business problems.							
Module 1	Consumer Theory							
Assumptions of modern consumer theory, Types of function- Separable and additive utility functions, indirect utility function, homogenous and homothetic utility function. Linear expenditure system, Utility maximization with different utility functions-substitution method, Lagrange Multipliers Method; Envelope Theorem; Applications Slutsky equation, Compensated demand function, Consumer Surplus.								
Module 2	Production Theory							
Concepts-production function, product curve, Isoquants, elasticity of substitution input demand function, Production Functions - homogeneous, non-homogeneous and homothetic production function Cobb-Douglas production function- properties, importance, criticisms, CES production functions-production function- properties, importance , criticisms, Producer's surplus.								
Module 3	Theory of the Firm							
Relationship between production function cost function, Derivation of short-run and long-run cost functions, Optimization Behaviour-constrained output maximization constrained cost minimization, Analysis of joint profit maximization in multiproduct firm – constraints Revenue Maximization, profit maximization.								
Module 4	Market Equilibrium							
Price & output determination in perfect competition, Monopoly: price discrimination, market discrimination, taxation and monopoly output, Monopsony, Monopolistic competition, Duopoly & Oligopoly- The quasi-competitive solution, Collusion solution , Cournot solution, Stackelberg solution Game Theory.								



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Module 5	Input – Output Analysis
Meaning and assumptions of input – output, Types of model – open, closed static, dynamic model, Output for a given final demand – Leontief open and closed system.	
Recommended Books	<ol style="list-style-type: none">1. Chiang, A.C. (1998), Fundamental Methods of Mathematical Economics, McGraw Hill, New York.2. Henderson and Quandt (1985), Microeconomic Theory: A Mathematical Approach third edition, McGraw-Hill3. Agarwal H.S. (1976) Introduction to Econometrics, Lakshmi Naran Agarwal, Agra.4. Shone, R., Microeconomics: A Mathematical Treatment.



Semester: III	Open Elective	Semester Exam			L	T	P	Credits
	Office Management	Theory	I A	Total				
Code : OET 3.1			70	30	100	4	0	0
Subject Title	Office Management-II							
Objectives	1. To improve knowledge on HRM for Office management and its functions. 2. Student should be able to understand company meetings and their procedure. 3. Student should be able to understand importance features of office safety and security.							
Module 1	Office Management							
Office and office Management – meaning of office, function of office, primary and administrative functions, importance of office. Relation of office with other departments of business Organization. Concept of paperless office, virtual office, back and front office, open and private office. Definition and elements of office management, duties of an Office Manager.								
Module 2	HRM for Office Management							
Qualifications and qualities of office manager, Authorities and responsibilities of an office manager, Recruitment, Selection and Training of office staff, Office supervision-duties and responsibilities of supervisory staff, Motivation- Financial and non-financial incentives to subordinates.								
Module 3	Office secretaries							
Meaning and types of secretaries. Qualities, qualifications, powers and duties of Secretary of: Cooperative society, club or other such associations, educational societies, and Chambers of commerce. Personal Secretary: Qualities, qualifications, role and functions of personal secretary in business houses. Personal traits of secretary. Government Secretary: Role of secretary in Govt. offices, Types and qualifications of Govt. secretaries. Organization of State Govt. Secretariat;								
Module 4	Company Meetings							
Meaning and types of meeting; Secretarial practices relating to holding of meetings with special reference to notice, agenda, quorum, motions, resolutions, sense of meeting, adjournment of meeting								



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and minutes, Minutes writing types of minutes, minutes book, contents of minute, drafting or writing of minutes.

Module 5	Office Safety and Security
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Office Safety and Security – Meaning, importance of office Safety, safety hazards and steps to improve office safety. Security hazards and steps to improve office security.

Recommended Books	<ol style="list-style-type: none">1. Office Management - Chopra & Chopra2. Office Organization and Management - Sharma & Gupta3. Office Management - Krishana Murthi4. Modern Business Organization & Management Systems Approach -Sherlekar & Sherlekar5. Business Organization -Y.K. Bhusan
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Semester-IV

Semester: IV	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 4.1		70	30	100	4	0	0	4
Subject Title	Business Ethics & Corporate Governance							
Objectives	1. To make students understand the importance of Ethics. 2. To make students aware of good Business and Corporate Governance.							
Module 1	Introduction to Ethics							
Ethics and morality – Ethics and law – Business Ethics – Concepts – Importance and benefits – Ethical theories – Values & Value based Management – A brief study on the relevance of Karmic effect.								
Module 2	Ethical Aspects							
Ethical leadership – Ethical Decision Making – Ethics and Cultural issues – Ethical Dilemma – Ethical Displacement.								
Module 3	Ethics in Functional Areas							
Ethical issues in Finance – Ethical issues in Marketing – Ethical issues in HR – Ethical Issues in Operations – Ethics in Information Technology – Trans-cultural issues.								
Module 4	Corporate Governance							
International Commission and Committees on Corporate Governance – Corporate Governance initiatives in India – Various Committees and Commissions – Corporate Governance Theories and Models – Corporate Disclosure.								
Module 5	Corporate Social Responsibility							
Corporate Social Responsibility & its Significance in Business – Concept of Social Audit & its Relevance – Whistle blowing – Privacy Trade Secrets – IP rights – Scams & Scandals in Corporate Governance: Case Studies.								



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Recommended Books	<ol style="list-style-type: none">1. ManishaPaliwal – Business Ethics, New Age International Press, New Delhi.2. Patyrick J. A. & Quinn J. F. – Management Ethics, Response Publishing, New Delhi.3. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi.
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Semester : IV	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 4.2		70	30	100	4	0	0	4
Subject Title	Environment Management							
Objectives	1. To make students understand the importance of Environment and Sustainability. 2. To make students familiar about the various policies and regulation.							
Module 1	Environment and Ecosystem							
History, Fundamentals and World Millennium Goals of Sustainable Development, Importance and Sustainability - The Brundt land Report. Eco-system: Components – Biotic and abiotic components. Biodiversity - Definition, Principles, Bio-diversity in India.								
Module 2	Energy Management							
Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion -Carbon credit - Climate change.								
Module 3	Disaster Management & Resilience							
Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.								
Module 4	Environmental Accounting							
Environmental Management and Valuation: Environmental Accounting, Green Funding, Green Banking; Green products, Green audits, Green initiative. Environment Ethics; Environmental Health & Protection; GATT/ WTO Provisions; Environmental Law.								
Module 5	Environment Policies							
Policies and Legislations, Governmental Institutions for Environmental Management – United Nations Commission for Sustainable Development, ISO 14000, Global-warming; Bharat Stage – II & Euro – II; Role of NGO's , Business Start-Ups and Environment policies.								
Recommended	1. Bala Krishnamurthy – Environmental Management: Text and Cases, PHI.							



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Books	<ol style="list-style-type: none">2. ArinditaBasak – Environmental Studies, Pearson Education.3. Kaushik and Anubha – Environmental Studies, New Age International.4. Betz and Fredrick – Managing Technology, Prentice Hall, Englewood cliffs, New Jersey.
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Semester : IV	Hard Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : HCT 4.3		70	30	100	4	0	0	4
Subject Title	Corporate Social Responsibility							
Objectives	1. To provide understand about Corporate Social Responsibility and their importance in the business world. 2. To make aware the students about the CSR policies and regulation.							
Module 1	Introduction to CSR							
Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.								
Module 2	International framework for Corporate Social Responsibility							
Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.								
Module 3	CSR-Legislation							
CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India. UNIT IV The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.								
Module 4	CSR Stakeholders & their Roles							
Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self-Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact								



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Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

Module 5

Current trends and Opportunities in CSR

Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Recommended Books

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.
6. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
7. Growth, Sustainability, and India's Economic Reforms – Srinivasan
8. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
9. . Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
10. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
11. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. University of Delhi.
12. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
13. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Tourism and Hospitality Management	Theory	I A	Total				
Code : SCT 4.1		70	30	100	4	0	0	4
Subject Title	Accommodation Management							
Objectives	1. The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels. 2. To make the learner to understand about the operation and the management of Housekeeping department in hotel. 3. The learner shall be competent for handling Accommodation management processes and procedures in hospitality Industry.							
Module 1	Introduction							
Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview. Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc. Introduction To Facility Management: Scope and meaning of facilities management - Importance of Facility management in Hotels - Growth of Facilitate management.								
Module 2	Housekeeping Functions							
Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst. Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs. Infrastructure Management: Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets: Curtains & draperies, valances, swag- Window cleaning – Equipment and Agents. Floor Lighting: Classification / type - Lighting for the guest rooms & public areas. Different types of windows Colours-Managing Inventories: Colour Wheel - Colour Schemes - Psychological effects of colour. Linen & Uniforms-Cleaning equipment's & Agents Budget Process-Safety & Security-pest control-								



<p>Safety and security.</p> <p>Soft furnishing & Accessories: Types, use & care of soft furnishing.</p> <p>Role of accessories: Floor, Floor finishes & wall carving- Classification / types - Characteristics - Selection criteria - Cleaning Procedures – care & maintenance - Agents used, polishing / buffing- Floor seals.</p>	
Module 3	Hospitality Personnel Management
<p>Managing Human Resources:-Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline.</p>	
Module 4	Green Hospitality
<p>Eco housekeeping-Horticulture-Contemporary spas-Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector</p> <p>Legal Concerns for Front Office Operations - Guest Safety - Guest Privacy - Guest Removal - Guest property - Guest Non-payment - Illness and death of a guest.</p>	
Module 5	Practical
<p>Preparing training modules For entry level (GRA) employees. Designing a customer feedback form. Implementation of time and motion study (study of a given area) Conducting a market research for identifying customer needs. Two Case Studies pertaining to the above topics.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal Hotel housekeeping Operations and Management - by G Raghubalan. 2. Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker 3. Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005. 4. Hotel Front office & Operations management, Oxford University Press, Jatashankar R.Tiwari 5. Managing the Lodging Operations by Robert Christie Mil 2) Commercial Housekeeping 3) Professional Front Office management by Robert H. Woods



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Tourism and Hospitality Management	Theory	I A	Total				
Code : SCT 4.2		70	30	100	4	0	0	4
Subject Title	Facility and Security Management							
Objectives	1. Explain goals and objectives of facilities and maintenance. 2. Describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building design 3. Organization and Management of Maintenance department 4. Describe the basics of HVAC, electrical, water, sewer, refrigeration and illumination system and safety and security systems in the hotel. 5. Explain how Green Management practices can contribute to the overall sustainability of the hotel area.							
Module 1	Introduction to Facility Management							
Role of facilities – Cost associated with facilities- Design considerations- Impact of facility design on facility management- Planning considerations- Planning of office area, food & beverage service outlet areas and service support areas- Management’s responsibilities towards facility management- Responsibilities of facility manager and facility department.								
Module 2	Maintenance Management System							
Goals – Organization in star rated hotels- Types of maintenance and repair- Contract maintenance services- Computerized and internet based services-Budgeting for POM and utilities- Capital expenditure management.								
Module 3	Heating, Electrical, Lighting and Laundry Systems							
Heating system: Heating sources and equipment- Cooling sources and equipment- HVAC system: types, maintenance and control. Electrical system: components- billing methods of electric utilities- telecommunications system. Lighting system: light sources- lighting system design and maintenance- energy conservation opportunities. Laundry system: equipment design factors- maintenance- emerging trends.								



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Module 4	Environment and Sustainability Management
<p>Motivations for environmental concern- Pollution and control: air, water and noise- Water and sanitation- Land use planning and management- Involving staff, customers, communities and partnerships.</p>	
Module 5	Safety and Security Systems
<p>Building design, maintenance and safety- Safety in the guest bath- Fire safety: prevention, detection, notification, suppression and control- Evacuation plans-Security: key controls, electronic locks- Terrorism, anti-social and extra ordinary events.</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal Hotel housekeeping Operations and Management - by G Raghubalan 2. Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker 3. Bernard Davis, Andrew Lockwood and Sally Stone. Food and Beverage Management. Third Edition. Elsevier. 1998 4. John A. Cousins, David Foskett, Cailein Gillespie. Food and Beverage Management. Prentice Hall. 2002 5. Parvinder S.Bali. Food Production Operations. Oxford. 2009 6. Denney G. Rutherford and Michael J. O'Fallon. Hotel and Management Operations. Fourth edition. John Wiley & Sons, Inc. 2007 7. Krishna Arora. Theory of Cooking. Frank Bros. & Co. 2010.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Banking Management	Theory	I A	Total				
Code : SCT 4.3			70	30	100	4	0	0
Subject Title	E-Banking							
Objectives	To make the students conversant with e-banking products in terms of delivery, security and controls with reference to India.							
Module 1	Introduction							
Introduction to E-Banking-Impact of Information Technology on Banking- Changing Financial Environment and IT as a strategic response Hardware and Software.								
Module 2	Applications in Banking							
Applications in Banking-Centralized Banking System/Core Banking System/System Administration, Database Administration, Application Server and Application Administration, Network Administration, Domains, Data Downloads/Uploads, Band widths, Data Centre, Data Storage Devices, Data Backups/Restoration.								
Module 3	Delivery Channels							
Delivery Channels-ATM, EFTPOS, Phone Banking, Internet Banking, SMS Banking, Mobile Banking, Credit/Debit Cards, Smart Cards, E-Commerce-Secure Electronic Transfer(SET), Payment Gateways (Credit card/Debit cards), Authentication of payments, etc.								
Module 4	Security, Controls and Guidelines							
Security, Controls and Guidelines- Threats to Information System: i)Physical (Insiders/outside) ii) Viruses, Worms, Trojan horse, Malwares, Software bombs, Phishing, Spoofing, Spaming, denial of service attacks, etc., Information System Security Measures, policy, controls.								
Module 5	RBI Committee Reports							
Basel guidelines for E-Banking, various RBI Committee Reports on Information Systems.								
Recommended	1. Internet Banking & Shopping by G Chapman							



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Books	<ol style="list-style-type: none">2. E Banking & emerging multidisciplinary processes – Mohommad Ali Sarlak3. Indian Banking-Nature and Problems, Vasantha Desai, Himalaya Publishing House, Mumbai.4. Banking with Technology, Uppal RK, New Century Publications, New Delhi5. Information System for Modern Management Murdick RG, Ross JHE and Clagget JR Prentice Hall of India, New Delhi.
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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Banking Management	Theory	I A	Total				
Code : SCT 4.4			70	30	100	4	0	0
Subject Title	Marketing of Financial Services							
Objectives	1. To know financial services. 2. To understand marketing of financial services.							
Module 1	Financial Service							
Evolution of Financial Services – Meaning of Financial Services – Various types of Financial Services, Fund based and Non-fund based – Significance of Financial Services – Growth of Financial Services in India – Emerging Trends in Financial Services – Constraints to the growth of Financial Services.								
Module 2	Products and Schemes							
Mutual Funds Concept – History of Mutual fund Industry in India – Different Schemes – Fund Accounting and Valuation – Advantages – UTI: Objective – Functions – Regulation– Performance Measurement and Evaluation of Mutual Fund Schemes – Unit holder’s Protection.								
Module 3	Merchant Banking							
Merchant Banking – Facets of Merchant Banking - Functions – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act – SEBI Guidelines – Role in Issue Management, Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing.								
Module 4	Other Financial Services							
Other Financial Services – Leasing and Hire Purchase – Factoring and Forfeiting – consumer Finance – Securitization – Venture Capital – Loan Syndication – Custodial and Depository Services – Credit rating.								
Module 5	Marketing of Financial Services							
Marketing of Financial Services – Categories of Financial Products – Insurance, Banks, Stocks, Mutual Funds, Pension Plans, other Savings Products – Financial Services Marketing Environment – Micro and Macro Environmental Forces – Marketing Mix for Financial Services – Promotional								



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Strategies – Customer Relations and Servicing.

Recommended Books

1. Financial Services, M. Y. Khan Tata McGraw Hill.
2. Indian Financial System Machiraju, Vikas Publishing House
3. Emerging Scenario of Financial Services E. Gordon and K. Natarajan Himalaya Publishing House, Mumbai.
4. Merchant banking and Financial Services S. Gurusamy Cengage South – Western.
5. Mutual Funds in India, Sadhale H., Sage, New Delhi
6. Financial Markets and financial services, Vasant Desai Himalaya Publishing house.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Insurance Management	Theory	I A	Total				
Code : SCT 4.5			70	30	100	4	0	0
Subject Title	Corporate Insurance Management							
Objectives	The course is framed to create an appreciation of the importance of the Regulatory Environment necessary for the orderly and smooth functioning of the Insurance Business in India.							
Module 1	Introduction of Corporation Insurance							
The Concept of Corporate Insurance and its Evolution: The basics and nature of corporate insurance – evolution and nature of corporate insurance – how insurance operates today – different classes of insurance – importance of corporate insurance – how insurance takes care of unexpected eventualities.								
Module 2	IRDA Functions and Insurance Councils							
IRDA Functions and Insurance Councils: Mission and Composition of IRDA –Duties and powers and Functions of IRDA –Regulations issued –Motor Vehicle Act 1988 – Salient features – No Fault liability – Hit and Run Accidents – Marine Insurance Act – The Bill of Lading Act – Indian Railways Act – Carriage of Goods by Sea act and various other acts – Workmen’s compensation Act – Employee State Insurance Act – Public Liability act – General and Life Insurance Councils – Formation, duration and dissolution of Executive committee – Functions and Powers of the executive committee.								
Module 3	Regulations on Conduct of Business							
Regulations on Conduct of Business: IRDA regulations on Obligation of Insurers for rural and Social sector – Classification of Rural – Obligations for Rural and social sector before and Sixth financial Plan onwards – Micro Insurance –concept and origin – Govt. recommendations on Micro Insurance – Conditions for Micro Insurance Agents – Life and Non-life Micro Insurers Product parameters – Regulation and working of ULIPs – IRDA guidelines.								
Module 4	Risk Management and Reinsurance							
Risk Management and Reinsurance: Economics of insurance; Managerial aspects of risk management; Reinsurance-legal principles and methods of reinsurance.								



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Module 5	International Trends
International Trends In Corporate Insurance Regulation: Purpose and area of focus of regulations – Regulatory systems of other countries.	
Recommended Books	<ol style="list-style-type: none">1. Agarwal, OP, Banking & Insurance, Himalaya Publishing House, Mumbai2. George E Rejda, Principles of Risk Management & Insurance, Pearson Education, New Delhi3. Balachandran S., General Insurance, Insurance Institute of India, Mumbai4. Arthur C., William Jr., Michael Smith, Peter Young, Risk Management and Insurance, Tata McGraw Hill Publishing Company, New Delhi5. Tripathy Nalini Prava & Prabir Pal, Insurance Theory & Practice, Prentice Hall of India Pvt. Ltd., New Delhi6. Balachandran S., Life Insurance, Insurance Institute of India, Mumbai7. General Insurance, John Magee & David Bickelhaupt8. B. D. Bhargav (2008)- Insurance Theory And Practice (First edition)9. M. N. Mishra & S. B. Mishra (2010)- Insurance – Principles and Practice (17th edition).



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Insurance Management	Theory	I A	Total				
Code : SCT 4.6			70	30	100	4	0	0
Subject Title	Marketing of Insurance Services							
Objectives	1. To familiarize the students with the concept & tools of marketing. 2. To provide skills for evaluating competition and develop strategies of marketing.							
Module 1	Introduction to Marketing							
Concept- scope of marketing – marketing orientations, production, product, selling, marketing and societal – concepts – emergence and growth of services – understanding the marketing environment- Marketing mix for services – Developing marketing plan.								
Module 2	Consumer Behaviour							
Consumer Behaviour – factors influencing purchase decisions – Purchase process – Marketing research – Definition- Steps Research approaches and techniques – forecasting Market demand.								
Module 3	Market Segmentation							
Market Segmentation – Factors influencing segmentation – Segmentation approaches targeting- Differentiated and undifferentiated marketing – positioning; concept and approaches – Repositioning.								
Module 4	Developing insurance services							
Developing insurance services mix- service product – service pricing – promotion- distribution – physical evidence – People – Service delivery process – product / service life cycle – New service product planning and development – understanding power of branding – brand equity – insurance salesmanship.								
Module 5	Customer relationship management							
Service quality for Competitive advantage – Customer relationship management – Marketing strategies for different insurance services and businesses – e-selling of insurance and other advancements.								
Recommended	1. Harsh V Verma, Services Marketing- Pearson Education New Delhi							



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Books	<ol style="list-style-type: none">2. Vinnie Jauhari, Services Marketing & Management, Oxford University Press, Mumbai3. Course Book . IC-31, Insurance Salesmanship, Insurance Institute of India ; Mumbai4. S.M.Jha, Services Marketing, Himalaya Publishing House5. Lovelock, Christopher et al, Service Marketing, Pearson Education New Delhi.
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Semester: IV	Soft Core	Semester Exam			L	T	P	Credits
	Hospital Management	Theory	I A	Total				
Code : SCT 4.7			70	30	100	4	0	0
Subject Title	HRM and Medical Audit							
Objectives	1. The Objective of the Course is to acquaint the learner with various Concepts, Principles of HRM in Hospitals 2. The objective of the course is to provide an in-depth knowledge about the medical audit leading.							
Module 1	Human Resource Management							
Definition of Hospital HRM, Importance of HRM in Hospitals – Nature of HR in Hospitals – Objective of HR in Hospital, Functions of HRM, Principles of HRM – Functions and role of HR Manager. HR Planning and Development – Significance – Importance of HR Planning – Factors influencing HR Planning Process – Job Analysis – Recruitment – Selection – Induction & Orientation Programs.								
Module 2	Training and Development							
Training and Development – Training Need Identification - Methods of Training – Executive Development – Evaluation of Training Effectiveness - Performance Appraisal – Techniques, Traditional Vs. Modern Methods – Limitations of Appraisal.								
Module 3	Compensation and Benefits							
Compensation and Benefits – Wage Concepts – Principles of Wage Administration – Wage Fixation – Employee incentives and Benefits – ESOPs – Role of Monetary and Non-monetary Benefits.								
Module 4	Industrial Relations							
Industrial Relations – Factors affecting Industrial Relations – Role of State in IR – Trade Unions – Blue Collar Vs. White Collar Unions – Association of Doctors, Nursing Staff, Paramedical – Industrial Disputes, Causes, Consequences, Preventive and Settlement Machinery – (Case Studies Compulsory).								
Module 5	Medical Audit							



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Introduction – Definition – Origins & Development in Medical Audit – Medical Audit Policy – Concept of Medical Audit – Medical Record, Medical Audit Relationship – Medical Audit related to Diagnosis, Investigations and therapy. Use of Computers in Audit Process – Medical Audit – Global Perspective – Types of Medical Audit – Appraisal of Medical Audit – Methods of Medical Audit.

Recommended Books

1. 'Hospital Administration' by D.C. Joshi and Mamta Joshi, Published by Jaypee Brothers, Medical Publishers, New Delhi, 2011
2. Medical Audit by Anjan Prakash – Published by Jaypee Brothers, Medical publishers (P) Ltd., New Delhi, 2011
3. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by : Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010.
4. Goyal, R.C Hospital Administration and Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2010
5. K. Aswathappa, "Human Resource and Personnel Management – Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi, 3rd Ed., 2009
6. Ian Beardwell and Len Holden, Human Resource Management, MacMillan, New Delhi.
7. Venkata Ratnam, C.S. and Srivastava B.K., Personnel/Human Resource Management, Tata McGraw Hill, New Delhi.
8. Satya Raju, R., Human Resource Response to New Corporate Initiatives, National Institute of Personnel Management, Calcutta.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Hospital Management	Theory	I A	Total				
Code : SCT 4.8			70	30	100	4	0	0
Subject Title	Risk And Disaster Management In Hospital							
Objectives	To familiarize the students to identify the areas of safety and risk and managing of the same, familiarize the hospital administrators in the area of disaster management.							
Module 1	Security Organization and Management							
Security Organization and Management: Security Sensitive Areas –Functions of Hospital Security Department – Security Organization and Physical Security Measures - Need for Security Technology –Contract Security Agency –Effective Security Management in Hospitals – Security Committee – Periodic Security Audit.								
Module 2	Hospital Acquired Infection							
Hospital Acquired Infection (HAI): Objectives – Control and Prevention – House- keeping – Central Sterile Supply Department (CSSD) – Nursing Care – Waste Disposal – Antibiotic Policy – Hospital Infection Control committee – Composition – Role and Functions – Surveillance – High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.								
Module 3	Fire Hazards							
Fire Hazards: Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations – Buildings: Electric Installations – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.								
Module 4	Radiation Protection and Safety							
Radiation – Biological Effects of Radiation – Radiation Protection and Safety – Principles in the Layout of a Diagnostic X-ray Room – Contrast Media – Magnetic Resonance Imaging – Planning Constraints – Preventive Measures Against Magnetic Field Hazards – Nuclear Medicine Department – Radiation Protection Aspects – Radioactive Waste Collection and Disposal – Procedure for Obtaining Clearance.								
Module 5	Disaster Management							



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Disaster Management – Basic Concepts – Disaster Classification – Disaster Process – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill. TRIAGE.

Recommended Books

1. Shailendra K. Singh, Safety & Risk Management, Mittal Publishers – 2006.
2. J.H. Diwan, Safety, Security & Risk Management, APH – 2005.
3. Stephen Ayers & Garmvik, Text Book of Critical Care, Holbook and Shoemaker, 2006.
4. Community Medicine – Recent Advances by AH Suryakantha – Published by Jaypee Brothers Medical Publishers (P) Ltd., New Delhi – 2008.
5. Hospital Administration – by D.C. Joshi & Mamta Joshi – Published by Jaypee – New Delhi – 2009.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Entrepreneurship Development	Theory	I A	Total				
Code : SCT 4.9	Entrepreneurship Development	70	30	100	4	0	0	4
Subject Title	Management of Small Business							
Objectives	1. To make the students understand the managerial dimensions of small business. 2. To help the students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.							
Module 1	Introduction							
Characteristics of the small business – Differences with Large Business, Management of Small business Vis-a-Vis large business, Managing Business Environment for SMEs.								
Module 2	Managing Marketing							
Internal and External environment scanning, Business Model Development, Idea Management, Marketing Plan, formal and informal Market Research, distribution channels, Role of ICT.								
Module 3	Managing Finances							
Challenges of Managing Finance, Taxation and Costing. Sources of Finance, Traditional costing vs Activity based costing, Handling petty cash, Business and checks, computerised accounting – advantages, Merchant accounts, accounting software.								
Module 4	Managing Human Resource							
Identifying the human resources who can work for small business, strategies for Human Resource policies for small business, Strategies for building human resources team for small business.								
Module 5	Managing Production and Operations							
Production in small business vis-a-vis production in large business, size of the plant, process, planning and control of production in small business, cost of production, utilization of production capacities, technical knowhow.								
Recommended Books	1. Dr. Vasant Desai , “Dynamics of entrepreneurial development and management” , Himalayan Publishing House ,5th edition, 2014							



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	<ol style="list-style-type: none">2. Richard M. Hodgetts , Donald F Kuratko and Margaret Burlingame, "Small Business Management" , Wiley Publishing, 1st Edition, 20073. J.C. Saboo, MeghaBiyani, "Management of small scale industries", Himalayan Publishing House,4. Pearce Clement Kelley, "How to organize and operate a small business ", Prentice Hall Publication, 7th Edition, 19855. Dee Blick , "The ultimate small business marketing book", Filament Publishing, 20116. Dee Blick , "The 15 essential marketing master classes for your small business", Capstone , 1st Edition, 20137. Carolyn Tate , "Marketing your small business for dummies ", Australian and New Zealand, Wiley Edition, 20108. Fred S. Steingold , "Hiring your first employee: A step-by-step guide ", NOLO 1st Edition, 20089. Stuart Atkins MBA, "Small Business Marketing: A Guide for Survival Growth and Success", Book Surge Publication, 2009.
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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Entrepreneurship Development	Theory	I A	Total				
Code : SCT 4.10	Entrepreneurship Development	70	30	100	4	0	0	4
Subject Title	Corporate Entrepreneurship							
Objectives	1. To develop an integrated approach to the analysis and understanding of businesses and industries in their competitive environments. 2. To develop a framework for critically evaluating the contributions of others.							
Module 1	Entrepreneurship and Corporate Entrepreneurship							
Entrepreneurship and Corporate Entrepreneurship How Innovation Actually Happens The Crucial roles of Innovation Behavioural Aspects of Corporate Entrepreneurship How to Succeed As an Entrepreneur								
Module 2	Understanding & Managing the Entrepreneurial Process							
Understanding & Managing the Entrepreneurial Process What an Entrepreneurial Program Looks Like Identifying, Evaluating & Selecting the Opportunity Finding a Good Idea Locating the Venture in the Organization Getting Started								
Module 3	Organizing the Venture							
Organizing the Venture Avoiding Typical New Product Mistakes Controlling the Venture Entrepreneurship within a Structured Development Process								



Module 4	The Internal Policies of Venturing
<p>The Internal Policies of Venturing</p> <p>Advice for Hands-on Innovators</p> <p>Selecting, Evaluating, and Compensating Corporate Entrepreneurs</p> <p>What Can You Do As Middle Managers</p>	
Module 5	Funding the Venture
<p>Funding the Venture</p> <p>What Can You do in Senior Leadership</p> <p>Implementing Corporate Venturing in Your Organization</p> <p>Diagnosing Your Climate for Innovation</p> <p>Improving Your Climate for Innovation</p> <p>The Future of the Entrepreneurial Organization</p>	
Recommended Books	<ol style="list-style-type: none"> 1. Morris, Kuratko and Covin, “<i>Corporate Entrepreneurship and Innovation</i>”, 3rd edition. 2. “Corporate Entrepreneurship Innovation and Strategy in Large Organizations” by Paul Burns , 3rd Edition 3. Don Tapscot,(1995),The Digital Economy, McGraw-Hill Publication 4. Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan. 5. Biniari, M. G. (2012). “The Emotional Embeddedness of Corporate Entrepreneurship: “The Case of Envy. <i>Entrepreneurship Theory and Practice</i>, 6. Chung, L. H., & Gibbons, P. T. (1997). Corporate entrepreneurship: The roles of ideology and social capital. <i>Group & Organization Management</i>.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Retail Management	Theory	I A	Total				
Code : SCT 4.11			70	30	100	4	0	0
Subject Title	Warehouse Management							
Objectives	1. To provide the conceptual framework of warehouse, their significant role in the modern era. 2. To familiarize with structure of merchandise management system. 3. To give an overview of emerging strategy and technology used in the warehouse management.							
Module 1	Introduction							
Concept of Warehouse: Introduction, Objectives, Meaning of a Warehouse, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS).								
Module 2	Merchandise Management System							
Merchandise Management System: Introduction, Objectives, Meaning of Merchandise Management System, Organization Structure in Merchandise Management, Warehousing Function Model, Stock Valuation.								
Module 3	Role of Warehousing in Retail							
Role of Warehousing in Retail: Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using RFID, Types of warehouses, Benefits of warehousing, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse, Warehousing — the way forward, Warehousing and Supply Chain.								
Module 4	Strategic Aspects of Warehousing							
Strategic Aspects of Warehousing: Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World-class Warehousing.								



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Module 5	Technology in Warehouse Management
Technology aids in retail warehouse management: Introduction, Objectives, Bar code scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID).	
Recommended Books	<ol style="list-style-type: none">1. Warehouse Management – A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse By Gwynne Richards2. Warehouse Distributions and Operations Handbook By David Mulcahy3. Excellence in Warehouse Management By Stuart Emmett4. Highly Competitive Warehouse Management By Jeroen P. van den Berg5. Selecting, Buying, Installing and Using a Modern Warehouse Management System By Jan Young.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Retail Management	Theory	I A	Total				
Code : SCT 4.12		70	30	100	4	0	0	4
Subject Title	Retail Selling Skill							
Objectives	<p>1. The objective is to acquaint the participants with the concepts and strategies involved in retail sales.</p> <p>2. To provide a knowledge about practical tools to develop retail product sales strategies in the competitive business environments.</p>							
Module 1	Introductions to Retail Sales							
<p>Introductions to Sales - Selling Approaches - Transactional Selling, Affiliative Selling, Consultative Selling etc. Selling Process - Opening the sales, Probing, Demonstration, Trial Close, Handling Objections, Closing the sales, Confirmation and Invitation.</p>								
Module 2	Opening the Sales							
<p>Opening the Sales- Goals- Customer Resistance, relationship building, Opening Lines- Opening lines must be questions to encourage conversation, Opening Lines Must Have Nothing to do With Business, Opening lines must be creative, unique, and/or special enough to start a conversation. The 180 Degree Pass By approach – cases and role play.</p>								
Module 3	Selling Process							
<p>Probing – Goals- determine the customer’s wants, needs, and desires, find out why they want, what they want, develop the customer’s trust in you. Developing the Probing Skills- Open-Ended Questions, Close-Ended Questions, Logical Sequence, Question-Answer-Support, Switching</p> <p>Demonstration- Goals- establish the value of the merchandise, create a desire of ownership. Getting the Customer Involved- F-A-B-Gs (Feature, Advantage, Benefit, Grabber).</p>								
Module 4	Trial Close							
<p>Trial Close- GOAL- close the sale on the primary item, sell additional merchandise. Constructing a Trial Close- Step one: “How about, Step Two: The Enhancer, Step Three: The Add-on, Step Four: Must Have, Step Five: Possession</p>								



Handling Objections – GOAL- to save the sale by uncovering the customer’s real reason for not buying. Six-Step Technique for Overcoming Customer Objections- Step One: Listen to the Entire Objection, Step Two: Acknowledge the Objection, Step Three: Getting Permission to Continue, Step Four: Do You Like It?, Step Five: The Smoke-Out, Step Six: Ask the Customer about Price.

Module 5

Closing the Sale

Closing the Sale- Goal- to get the customer to buy the main item and the add-ons. Buying signals, Closing Techniques- The Either/Or Close, The Reflexive Close, The Ask-For-It Close, The Third-Party Reference Close, The Assumptive Close or The Order Form Close

Confirmations and Invitations- Goals- prevent buyer’s remorse which can lead to returns or cancellations, encourage personal trade and increase repeat business. Guidelines for successfully inviting customers back to store- Make an agreement with your customers, Invite the customer back to the store to see you.

Recommended Books

1. Tanner, Honeycutt, Erffmeyer (2009), *Sales Management, shaping future sales leaders*, Dorling Kindersley India Pvt. Ltd.
2. Start and Run a Retail Business by Dion, Jim; Topping, Jaico Publishing House
3. Sales Management-Richard Still, Edward Cundiff, Norman Govani.
4. Sales Management –Cunnndiff, Bolling.
5. Professional Sales Management- Rolph Anderson, Joseph Hair.
6. Sales Management- M.V. Kulkarni.
7. Sales & Marketing Training- Patrick Forsyth.
8. Sales Management –Rosan Spiro
9. <http://thefriedmangroup.com/articles/Effective-Probing-articles.htm>
10. http://www.newyorkdeca.org/competitive_events/stateevents/SD.PDF
11. Harry J Friedman (2002), “No Thanks, I am Just Looking”, Chapter 5, John Wiley and Sons
12. SwapanaPradhan- Retailing Management
13. David Gilbert- Retail Marketing
14. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
15. A. J. Lamba- The Art of Retailing
16. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach.



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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Textile Management	Theory	I A	Total				
Code : SCT 4.13			70	30	100	4	0	0
Subject Title	Wet Processing and Garment Manufacturing Technology							
Objectives	To impart key insights into the practical aspects of wet processing and garments manufacturing technology used in the textile industry.							
Module 1	Textile Processing							
Textile Processing Definition, Need for Processing, Dry and Wet Processing as related to common, fabrics: Cotton, Silk, Wool, synthetics. Preparatory process Meaning, Need for preparatory processes. Types - Singeing, Scouring, bleaching, mercerizing, desizing.								
Module 2	Dyeing Classification							
Dyeing Classification of dyes and Stages of dyeing, Characteristics of dyes, Direct, Vat, Sulphur, reactive, naphthol, acid, Basic and Disperse Dyes - Method of dyeing Cotton, Silk, Wool and Synthetics with respective dyes, Dyeing of fibre blends. Definition types, Direct styleblock stencil, screen , roller printing, Duplex printing, Rotary, Transfer printing, Discharge style Resist style, Batik, tie and dye, Minor printing methods- Flocking, Marbling, Photoprinting, Warp printing and Air brush printing.								
Module 3	Planning, Drawing and Reproduction							
Planning, drawing and reproduction of the marker. The requirements of marker planning. Efficiency of the marker plan. The spreading of the fabric to form a lay. The requirement of the spreading process. Methods of spreading, nature of fabric packages. The cutting of fabric, objectiveness of cutting and methods of cutting.								
Module 4	Sewing Machines							
Basic sewing machines and associated work aids, simple automation. The use of components & trims – Labels and motifs, lining, Interlining, wadding, lace, braids & elastics, Hooks and loop fastening, Seam binding and tape, Shoulder pad, Eyelets & laces, Zip fastener, Buttons, Tack buttons, Snap fasteners and Rivets, Performance properties of components and trims.								



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Module 5	Pressing
Pressing: the purpose of pressing, categories of pressing, means of pressing, pressing equipment and methods, pleating, permanent press. Pressing practices in Indian Industries.	
Recommended Books	<ol style="list-style-type: none">1. Manivsakam.N. Treatment of Textile processing Effluents, Sakthi Publications, Coimbatore, 1995.2. Shenai, V.A. History of Textiles Design, Sevak Publications, Mumbai, 1995. Introduction to clothing production management – 2nd edition, A.J. Chutter, Blackwell Science, New Delhi3. Gerry Cooklin, Garment technology for Fashion Designers –Blackwell Science, New Delhi.4. Gerry cooklin, Introduction to clothing manufacture –Blackwell Science, New Delhi, 2000.



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Semester: IV	Soft Core	Semester Exam			L	T	P	Credits
	Textile Management	Theory	I A	Total				
Code : SCT 4.14			70	30	100	4	0	0
Subject Title	Apparel and Garment Merchandising							
Objectives	1. To enhance the basics knowledge of apparel and garment merchandising in the textile industry. 2. To provide the modern conceptual framework of apparel marketing.							
Module 1	Merchandising Terminologies							
Merchandising Terminologies – Classification of Exporters – Organization Of Apparel Industry – Nature of Apparel Industry – Types of Apparel Industry – Based Concepts Applied To Apparel Industry. Dynamics of Fashion – Effect of Environment, People, Economy, and Fashion.								
Module 2	Apparel Merchandizing							
Apparel Merchandizing – Definition –Scope, Function. Functions of Merchandiser .Principles of merchandising .Types Of Merchandising – Visual Merchandising –Display Types Visual Merchandising Techniques.								
Module 3	Forecasting							
Forecasting – Awareness of Market Trends –Product Development Product Mix, Factors Affecting Product Mix, Factors Influencing Change In Product Mix. Trade Fairs and Fashion Shoes for Forecasting.								
Module 4	Sourcing							
Sourcing – Definition Need for Sourcing, Methods of Sourcing. Sourcing of Raw Materials, Sourcing For Accessories – Linings, Buttons, Zippers and Labels Manufacturing Resource Planning – Principles of Manufacturing Resource Planning Supply Chain – Demand Chain Analysis.								
Module 5	Apparel Marketing							
Apparel Marketing Definition, Scope, Function, Marketing Strategies – Market Research –Types of Market. Advertising – Purposed, Method and Types of Advertising.								



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Recommended Books	<ol style="list-style-type: none">1. Shivaramu.S – Export Marketing – A Practical Guide To Exporters – Wheeler Publishing .2. Carr.H.C The Clothing Factor – The Clothing Institute ,London3. Mike Essay – Fashion Marketing – Blackwell Science.4. Stephen GiniFashion, Concept to customer McGrewHill.
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Semester : IV	Soft Core	Semester Exam			L	T	P	Credits
	Agri-business and Rural Management	Theory	I A	Total				
Code : SCT 4.15			70	30	100	4	0	0
Subject Title	Agricultural Marketing							
Objectives	1. To make students understand the functions performed by the agricultural marketing system. 2. To make students aware of current issues and trends in agricultural markets. 3. To help students identify basic market problems and assess the effect of market imperfections on the performance of the marketing.							
Module 1	Agricultural market in India							
Methods of Sale: Hatha system, private negotiations, quotation on samples, dara and moghum sale methods, open auction method. Marketed and Marketable surplus: Relationship between marketed and marketable surplus, relationship between price and marketable surplus. Limitations of Agricultural marketing: post-harvest immediate sales by farmers or distress sales, need and inadequacy of institutional marketing infrastructure.								
Module 2	Grading and Standardization							
Meaning of grading and standardization, purpose of grading, advantages of grading, inspection and quality control, analysis of rural produce, inspection and testing of Agmark Grade, Indian standards, India's progress in grade specifications, consumer perception, producer's problems in grading, Population of grading, Motivation for grading, enactments in support of grade, ISO, CAC (International Standards).								
Module 3	Transportation of farm products							
Functions of transportation, advantages of these functions, transportation methods, details, cost of transportation, transportation problem, suggestions for improvements.								
Module 4	Storage and Warehousing							
Storage, storage practices in India, Risks in storage, storage structures, essentials of storage structures, cost of storage, returns of storage structures, cost of storage, returns of storage cost, warehousing, types of warehouses, warehousing in India, CWC, SWC, functioning of warehouses, growth of warehouses, FCI, warehouse capacity utilization, improvement suggestions, cold storage, advantages,								



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capacity.	
Module 5	New trends in Indian Agriculture
Agro Processing Sector in India, The present state of agro processing and marketing, agencies involved in agro marketing, food processing and value addition are the keys to the future. Global demand for Indian Agriproduce– project on agricommodity and global prices.	
Recommended Books	<ol style="list-style-type: none">1. Agricultural Marketing in India, Acharya and Agarwal, Oxford and IBH Publishing2. Agricultural Marketing – New Trends and Techniques, K K.Tiwari , D.N.D Publications3. New Perspectives in Rural Agricultural Marketing, Ramkishen, Jaico4. Rural Agriculture and Marketing, Verma, Jiloka and Mandal, Deep and Deep Publications.



Semester: IV	Soft Core	Semester Exam			L	T	P	Credits
	Agri-business and Rural Management	Theory	I A	Total				
Code : SCT 4.16		70	30	100	4	0	0	4
Subject Title	ICT for Agriculture Management							
Objectives	1. To acquire a clear understanding of theory and application of Information & Communications Technology in various fields of Agriculture Management. 2. To help students in developing the linkage across various technological fields of agriculture management.							
Module 1	Introduction							
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.								
Module 2	ICT for production systems management							
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.								
Module 3	ICT for market access							
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.								
Module 4	ICT for financial inclusion							
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.								



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Module 5	Overview of Geographical Information Systems
Remote Sensing and Image Processing, GPS, GIS Data Modelling, 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, modelling in resource mapping GIS Technology trend and next generation Systems.	
Recommended Books	<ol style="list-style-type: none">1. 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.2. E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India3. Cases on Developing Countries and ICT Integration: Rural Community Development ,edited by Rebecca Nthogo Lekoko, Ladislaus M. Semali, IGI4. Fundamentals of Geographic Information Systems. DeMers, M.N. (1999) 2nd Ed., Wiley Press.5. Principles of Geographical Information Systems Burrough, P.A. and R.A. McDonald (1998), Oxford University Press.



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Semester: IV	Soft Core	Semester Exam			L	T	P	Credits
	Business Economics	Theory	I A	Total				
Code : SCT 4.17			70	30	100	4	0	0
Subject Title	Econometric Modelling and Business Analysis							
Objectives	The objective of this course is to operationalize empirically economic theory and test economic theory allowing time-lags. Its objective is also to predict future movements in the business and economic variable of interest on the basis of recent forecasting techniques.							
Module 1	Non-Linear Regression models							
Semi-log, Polynomial, double-log and reciprocal regression models.								
Module 2	Binary (or Dummy Variables) Model							
ANOVA and ANCOVA models, interactions involving dummy variables and use of dummy variables in seasonal analysis, Piece wise linear regression analysis, the dummy variable alternative to Chow test.								
Module 3	Lagged Variables and Distributed – Lag Models							
Koyck model, partial adjustment model, adaptive expectations model, Almon lag approach.								
Module 4	Simultaneous Equation Models							
Examples, simultaneous equation bias, structural form and reduced form, problem of identification: Rules for identification, Estimation of simultaneous – equation models - Indirect least squares, Two-Stage least squares.								
Module 5	Time Series Analysis							
Stationary and non-stationary process, Tests of stationary, unit root, spurious regression, Random Walk Model, Integrated Series, ARIMA (Box-Jenkins) Methodology of forecasting.								
Recommended Books	1. Gujarati, D.W. (1995), Basic Econometrics, McGraw Hill, New Delhi. 2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd Edition), The Macmillan Press Ltd. London. 3. Johanson, J. (1991), Econometric Methods, McGraw Hill Book Co., London.							



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Semester: IV	Soft Core	Semester Exam			L	T	P	Credits
	Business Economics	Theory	I A	Total				
Code : SCT 4.18			70	30	100	4	0	0
Subject Title	Economics of Business Strategy							
Objectives	This course is intended to provide students with a comprehensive treatment of game theory with specific emphasis on applications in Economics and Business							
Module 1	Strategic game theory in Economics							
	Concepts of dominance, pure and mixed strategy Nash equilibrium, Backward induction outcomes in games with perfect information, sub game perfect equilibrium in games with imperfect information; Rubinstein bargaining solution.							
Module 2	Repeated Games Theory							
	Nash folk theorems; finitely and infinitely repeated games, The Prisoner's Dilemma, Saddle Point							
Module 3	Economics strategy for incomplete information							
	Bayesian-Nash equilibrium, perfect Bayesian equilibrium and sequential equilibrium, Auction and Mechanism Design with Applications, Nash bargaining solution, concepts of core, shapely value etc.							
Module 4	Economic Market Strategy							
	Market Equilibrium and Pricing: Cournot and Bertrand Game, Stakelberg Model, Neuman Morgston Theory, Bernoulli theory of game.							
Module 5	Decision Making Model in Economics							
	Sales Maximization Model in Economics, Williamson's model of Utility Maximization, Full cost principle of the firm, Bain's Model for limit pricing theory of markets, Simon's model of Decision Making, Behavioral model							
Recommended Books	1. Dixit Avinash and Susan Skeath: Games of strategy, w w Norton & company, New York. London 2. Fudenberg D. and J. Tirole (1994): Game theory, Cambridge, Mass, MIT Press.							



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	<p>3. Gibbons, R. (1992): Game theory for applied economists, Princeton, Princeton University Press</p> <p>4. Kreps D. (1990): A course in microeconomic theory, Princeton, Princeton University Press.</p> <p>5. Mas-Colell A., J. Green and M. Whinston (1995): Microeconomic theory, U.K. Oxford University Press.</p> <p>6. Myerson R. (1997): Game theory: analysis of conflict, USA, Harvard University Press.</p> <p>7. Osborne M. and A. Rubinstein (1994): A course in game theory, Cambridge, Mass, MIT Press.</p>
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Semester: IV	Skill Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : SCP 4.1		70	30	100	4	0	0	4
Subject Title	Corporate Excellence							
Objectives	To build an understanding of different corporate cultures, business practices, and social norms to communicate more effectively in domestic and cross-cultural business contexts.							
Module 1	Impression Management							
Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits , The Social Context: Norms and Roles , The Target's Values, Actions; The Environment; Success; Changing from the Outside-in, Current Social Image , Instrumental Complementarity , The Private Self ,Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies.								
Module 2	Making Introductions and Greeting People							
Greeting Components, the Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals. Meaning of Excellence, importance in day to day life, skills to achieve excellence- Creative insight, Sensitivity, Vision, Versatility, Focus, Patience, Positive thinking.								
Module 3	Emotional Intelligence and Corporate Essentials							
Meaning, scope and importance of emotional intelligence, types of emotions and its effect on individual, elements of emotional intelligence. Emotional literacy. Group discussions, organizing meetings, scheduling day to day time tables, Managing visitors and outside guests, interpersonal relationship at corporate level.								
Module 4	Corporate Meetings							
Meaning of meetings. Notices, Agenda, Minutes, Types meeting, organizing corporate meeting. Do's and Don'ts of corporate meetings.								
Module 5	Communication in Global Scenario							



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Introduction; Concept of culture; National Cultural; Variables; Individual Cultural Variables; Communication styles; Developing Cultural Intelligence; Guidelines for Intercultural communication.

Recommended Books

1. Organisational Behaviour – Dr. S. S. Khanka, S. Chand
2. Organisational Behaviour – K. Ashwathappa, Himalaya Publishing.
3. Organisational Behaviour – Suja R. Nair, Himalaya Publishing.
4. Managerial Communication – Rai, Himalaya Publishing House
5. Communication – C. S. Rayudu, Himalaya Publishing House



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Semester: IV	Skill Core	Semester Exam			L	T	P	Credits
		Theory	I A	Total				
Code : SCP 4.2		70	30	100	4	0	0	4
Subject Title	Computer Application Management							
Objectives	1. To strengthen students' technology skills in the continually changing online community. 2. To prepare students for learning and working in the 21 st century through communication and collaboration tools. 3. The course builds skills beyond the traditional computer concepts and incorporates emerging technologies using Google Applications.							
Module 1	Internet, Intranet and Extranet							
History of Internet, Protocol, IP Address and Domain Name, Advantages and Disadvantages of Internet, Internet Service Provider (ISP), Meaning of Server. Intranet, Features, Benefits and Uses or Advantages of Intranet. Meaning of Extranet, Features, Uses, Advantages and Disadvantages, Intranet Vs. Extranet, Difference between Internet and Intranet.								
Module 2	Web Brower							
Web browsers, Client and Server, Search Engines, URL, Hypertext, Website, Web page, Home page, download and upload, online and offline. Email, Managing E-mails.								
Module 3	Google Application							
Google Maps, Translate, YouTube channel, Calendar, Docs, Sheets, Slides, Drive, forms, alerts, voice, books, ads, finance, Google Scholar.								
Module 4	Google Business and Statistical Applications							
Google Business Applications and their uses. Google Statistical tools and their uses.								
Module 5	e-Auctions							
Auctions, Forward auctions, English auctions, Yankee auctions, Dutch auctions, Reverse auctions,								



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Bartering.

Recommended Books

1. Baker, D. L. (2008). How to Do Everything with Google Tools. New York, NY: McGraw-Hill Companies.
2. Lerman, J., & Hicks, R. (2010). Retool Your School: The Educator's Essential Guide to Google's Free Power Apps. Eugene, OR: International Society for Technology in Education.
3. Covili, J. (2012). Going Google: Powerful Tools for 21st Century Learning. Thousand Oaks, CA: Corwin.
4. My Google Apps (2nd Edn.): Patrice-Anne Rutledge, Sherry Kinkoph Gunter.
4. The Teacher's Guide to Google Classroom eBook: Kasey Bell, Kindle Edition.
5. Google Apps Meets Common Core (1st Edition) by Michael J. Graham
6. Google Apps Script: Web Application Development Essentials (2nd Edition): James Ferreira.