

**SNJB's**  
**Late Sau. Kantabai Bhavarlalji Jain**  
**College of Engineering**

(An Autonomous Institute Affiliated to Savitribai Phule Pune University, Pune)

Shri Neminath Jain Brahmacharyashram (SNJB) (Jain Gurukul)

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ESTD - 1928



**Curriculum Structure and Evaluation Scheme**  
**for**

**Master of Business Administration (M.B.A.)**

To be implemented for 2025-27 Batch

(with effect from Academic Year 2025-26)

  
**CHAIRMAN**  
BOARD OF STUDIES MBA  
SNJB's  
LSKBJ COLLEGE OF ENGINEERING  
Chandwad Dist. Nashik



  
**CHAIRMAN**  
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**SNJB's Late Sau. K. B. Jain College of Engineering, Chandwad**  
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**Department of Master of Business Administration (M.B.A.)**

**Vision of the Institute:**

Transform young aspirant learners towards creativity and professionalism for societal growth through quality technical education.

**Mission of the Institute:**

1. To transfer the suitable technology, particularly for rural development.
2. To enhance diverse career opportunities among students for building a nation.
3. To acquire the environment of learning to bridge the gap between industry and academics.
4. To share values, ideas, beliefs by encouraging faculties and students for welfare of society.

**The Vision of M.B.A. Department:**

- Cultivate and empower emerging business leaders, guiding them towards creativity, professionalism, and societal impact through the delivery of quality management education.

**Mission of the M.B.A. Department:**

1. To empower students through contemporary knowledge and research skills.
2. To drive rural development through accessible and inclusive management education.
3. To broaden the spectrum of career opportunities for students, fostering diversity and contributing to national development.

**Program Outcomes (PO):**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision-making.
3. Ability to develop Value-based Leadership ability.
4. Ability to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

**Program Specific Outcomes (PSO):**

1. Creative Changemakers for Rural Growth: Graduates leverage research and knowledge to innovate for economic progress, diversity, and sustainability.
2. Ethical Leaders with Holistic Skillset: Graduates demonstrate academic rigor, ethical conduct, and collaborative leadership, tackling complex business issues for societal growth.

**Program Educational Objectives (PEO):**

PEO1: To foster Holistic Leadership Development

PEO2: To inspire creative professionals to shape a better business world.

PEO3: To empower students for diverse careers, fostering inclusivity and towards national development.

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**Table 1 : ABBREVIATIONS**

Abbreviation	Meaning
CC	Core Courses
CIE	Continuous Internal Evaluation
CO	Course Outcomes
EL	Experiential Learning
GE	Generic Electives
L	Lecture
MSE	Mid Semester Examination
P	Practice/ Practical
PEO	Program Educational Objectives
PO	Program Outcomes
PSO	Program Specific Objectives
SB	Skill Based Courses
SC	Specialization Core
SCF	Specialization Core for Finance
SCH	Specialization Core for HR
SCM	Specialization Core for Marketing
SCO	Specialization Core for OSCM
SCR	Specialization Core for RABM
SE	Specialization Electives
SEE	Semester End Examination
SEF	Specialization Elective for Finance
SEH	Specialization Elective for HR
SEM	Specialization Elective for Marketing
SEO	Specialization Elective for OSCM
SER	Specialization Elective for RABM
T	Tutorial
TW	Term Work
VE	Value Education

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**GENERAL COURSE STRUCTURE**

**A. Definition of Credit:**

**Table 2 : Credits nomenclature**

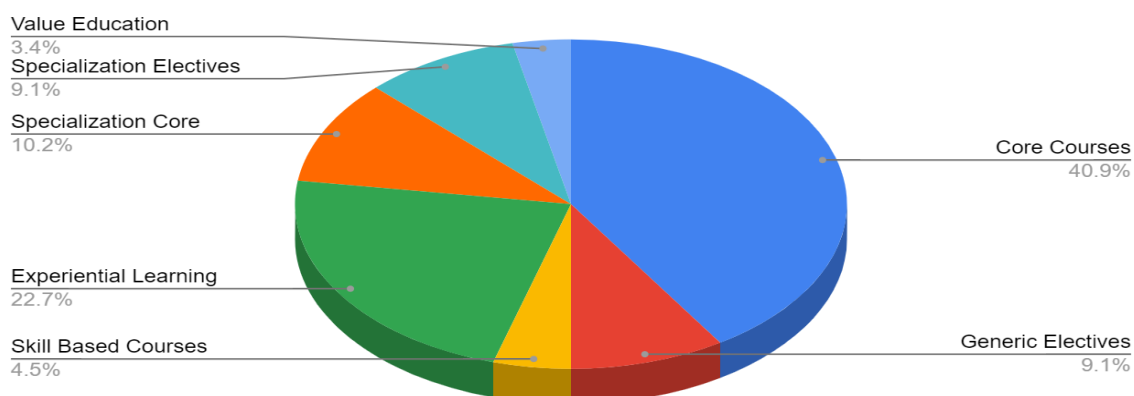
1 Hour Lecture (L) per week	1 Credit
2 Hour Tutorial (T) per week	1 Credit
2 Hours Practice/ Practical (P) per week	1 Credit

**B. Semester-wise Credit Distribution Structure for Two-Year M.B.A Program:**

**Table 3 : Credit Distribution**

Course Category	I	II	III	IV	Total Credits	Percentage
Core Courses	15	15	6	–	36	40.9
Generic Electives	4	4	–	–	8	9.1
Skill Based Course	2	2	-	-	4	4.5
Experiential Learning	2	2	3	13	20	22.7
Value Education	-	-	-	3	3	3.4
Specialization Core	–	–	9	–	9	10.2
Specialization Electives	–	–	8	–	8	9.1
<b>Total</b>	<b>23</b>	<b>23</b>	<b>26</b>	<b>16</b>	<b>88</b>	<b>100</b>

**Semester Wise Credits Distribution**



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**Category-wise Courses**

**1. Core Courses (CC):**

**Table 4 : Core Courses**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
01	CC	I	Principles of Marketing	3	-	-	3	3
02	CC	I	Management Accounting	3	-	-	3	3
03	CC	I	Organizational Behaviour and Principles of Management	3	-	-	3	3
04	CC	I	Business Research Methods	3	-	-	3	3
05	CC	I	Managerial Economics	3	-	-	3	3
06	CC	II	Marketing Management	3	-	-	3	3
07	CC	II	Financial Management	3	-	-	3	3
08	CC	II	Human Resource Management	3	-	-	3	3
09	CC	II	Operations and Supply Chain Management	3	-	-	3	3
10	CC	II	Rural and Agri-Business Management	3	-	-	3	3
11	CC	III	Strategic Management	3	-	-	3	3
12	CC	III	Corporate Social Responsibility and Sustainability	3	-	-	3	3
<b>Total Credits</b>								<b>36</b>

**2. Generic Electives (GE):**

**Table 5 : Generic Electives**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
01	GE	I	Startup and New Venture Management	2	-	-	2	2
02	GE	I	Indian Ethos and Business Ethics	2	-	-	2	2
03	GE	I	Digital Business	2	-	-	2	2
04	GE	I	Legal Aspects of Business	2	-	-	2	2

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Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
05	GE	II	Enterprise Performance Management	2	-	-	2	2
06	GE	II	Decision Science	2	-	-	2	2
07	GE	II	Qualitative Research Methods	2	-	-	2	2
08	GE	II	International Business Environment	2	-	-	2	2
<b>Total Credits (Any 4 courses, 2 from each semester)</b>								<b>8</b>

**3. Skill Based Courses (SBC):**

**Table 6 : Skill Based Courses**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
01	SBC	I	Business Communication-I	2	-	-	2	2
02	SBC	II	Business Communication-II	2	-	-	2	2
03	SBC	IV	Skill Development*	-	-	2	2	2*
<b>Total Credits</b>								<b>4</b>

Note:\* – Credits not to be considered while Calculation of Marks for Declaration of Final Result (Pass/Fail)

**4. Specialization Core (SC):**

**Table 7 : Specialization Core**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
Marketing Management								
01	SC	III	Consumer Behaviour	3	-	-	3	3
02	SC	III	Marketing Research	3	-	-	3	3
03	SC	III	Sales and Distribution Management	3	-	-	3	3
Financial Management								
04	SC	III	Current Trends in Finance	3	-	-	3	3
05	SC	III	Financial Markets and Institutions	3	-	-	3	3

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Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
06	SC	III	International Finance	3	-	-	3	3
<b>Human Resource Management</b>								
07	SC	III	Recruitment and Selection	3	-	-	3	3
08	SC	III	Performance Management	3	-	-	3	3
09	SC	III	Current Trends in HRM	3	-	-	3	3
<b>Operations and Supply Chain Management</b>								
10	SC	III	Production Planning and Control	3	-	-	3	3
11	SC	III	Logistics and Supply Chain Management	3	-	-	3	3
12	SC	III	Service Operations Management	3	-	-	3	3
<b>Rural and Agri-Business Management</b>								
13	SC	III	Agriculture and Indian Economy	3	-	-	3	3
14	SC	III	Agricultural Marketing Management	3	-	-	3	3
15	SC	III	Rural Marketing	3	-	-	3	3
<b>Total Credits (3 credits each for 3 core courses offered in respective specializations)</b>								<b>9</b>

**5. Specialization Electives (SE):**

**Table 8 : Specialization Electives**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
Marketing Management								
01	SE	III	Integrated Marketing Communications	2	-	-	2	2
02	SE	III	Services Marketing	2	-	-	2	2
03	SE	III	Digital Marketing	2	-	-	2	2
04	SE	III	Retail Management	2	-	-	2	2
05	SE	III	International Marketing	2	-	-	2	2
06	SE	III	Marketing 4.0	2	-	-	2	2

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Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
Financial Management								
01	SE	III	Digital Banking	2	-	-	2	2
02	SE	III	Taxation	2	-	-	2	2
03	SE	III	Principles of Insurance	2	-	-	2	2
04	SE	III	Financial Laws	2	-	-	2	2
05	SE	III	Strategic Cost Management	2	-	-	2	2
06	SE	III	Strategic Financial Management	2	-	-	2	2
Human Resource Management								
01	SE	III	Strategic HRM	2	-	-	2	2
02	SE	III	Organizational Development	2	-	-	2	2
03	SE	III	Labour Laws	2	-	-	2	2
04	SE	III	Training and Development	2	-	-	2	2
05	SE	III	Leadership and Change Management	2	-	-	2	2
06	SE	III	Cross Cultural and Global HRM	2	-	-	2	2
Operations and Supply Chain Management								
01	SE	III	World Class Manufacturing	2	-	-	2	2
02	SE	III	Toyota Management Systems	2	-	-	2	2
03	SE	III	Lean Manufacturing Systems	2	-	-	2	2
04	SE	III	Project Management	2	-	-	2	2
05	SE	III	Industry 5.0	2	-	-	2	2
06	SE	III	Business Process Reengineering	2	-	-	2	2
Rural and Agri-Business Management								
01	SE	III	Agricultural Insurance	2	-	-	2	2
02	SE	III	Agri-supply Chain Management	2	-	-	2	2
03	SE	III	Rural Banking and Microfinance	2	-	-	2	2
04	SE	III	Rural Tourism Marketing	2	-	-	2	2
05	SE	III	ICT for Agriculture Management	2	-	-	2	2
06	SE	III	Agri- Entrepreneurship	2	-	-	2	2

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Sr. No	Category	Semester	Course Name	Teaching Scheme				Credits
				Hours				
				L	T	P	Total Hours	
Total Credits (2 credits from 4 elective courses offered in respective specializations)								08

**6. Experiential Learning (EL):**

**Table 9 : Experiential Learning**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
01	EL	I	Enterprise Analysis and Desk Research	2	-	-	2	2
02	EL	II	Industry Analysis and Desk Research	2	-	-	2	2
03	EL	III	Dissertation	-	-	6	6	3
04	EL	IV	Internship Project	-	-	20	20	10
05	EL	IV	MOOC's	3	-	-	3	3
Total Credits								20

**7. Value Education (VE):**

**Table 10 : Value Education**

Sr. No	Category	Semester	Course Name	Teaching Scheme				
				Hours				Credits
				L	T	P	Total Hours	
01	VE	I	Human Rights and Duties	1	-	-	1	1*
02	VE	II	Human rights of vulnerable and disadvantaged groups	1	-	-	1	1*
03	VE	III	Cyber Security	3	-	2	5	4*
04	VE	IV	Universal Human Values - II	3	-	-	3	3
Total Credits								3

Note:\* – Credits not to be considered while Calculation of Marks for Declaration of Final Result (Pass/Fail)

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**8. Courses that are offered as Core Course and Specialization Core:**

- A student has to undertake all the core courses and specialization core courses that are offered in the M.B.A. program.
- All core courses and specialization core courses are COMPULSORY for students.
- The core courses are spread across the first three semesters.
- The specialization core courses are offered in the third semester only.
- The core courses and specialization core courses are of 3 credits each.

**9. Entry and Exit Rule:**

- Students will have the flexibility to enter the program in odd semesters and exit a program after the successful completion of even semesters as per their future career needs.
- There shall only be one exit point for those who join the MBA program.
- Students who exit at the end of 1st year shall be awarded a Postgraduate Diploma in Business Management.
- The PG Diploma may be awarded to a student provided they have earned the requisite credits in one year including on-the-job training/ field project of 04 credits during summer break, after completion of the second semester of the first year.

**10. Specializations offered**

- A Student has to choose only one specialization out of five specializations that are offered by the institute.
- The specializations that are offered by the institute are as follows -
  - Marketing Management
  - Financial Management
  - Human Resource Management
  - Operations and Supply Chain Management
  - Rural and Agri-Business Management
- The Institute will NOT offer a specialization if a minimum of 20% of students are not registered for that specialization.

**11. Courses that are offered as Generic Electives**

- A Student can opt for any two courses out of the available four courses defined in the above-mentioned list as Generic Electives.
- Two generic elective courses are of 2 credits each.
- The Institute will NOT offer an elective course if a minimum of 20% of students are not registered for that elective course.



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### 12. Courses that are offered as Specialization Electives

- A student can opt for any four courses out of the available six courses defined in the above-mentioned list as Specialization Electives.
- The four specialization elective courses that are offered, consist of 2 credits each.

### 13. Courses that are offered as Skill-Based Courses

- A student has to compulsorily undertake and complete 2 skill-based courses that are spread across 2 semesters of the First Year of M.B.A.
- This skill-based course will help the students to improve their communication skills and will also increase their employability.

### 14. Experiential Learning Courses

- A student has to compulsorily undertake and complete 4 Experiential learning courses that are spread across all 4 semesters of M.B.A.
- These skill-based courses will help students develop their analytical skills and also help them improve their employability.

### 15. Internship Project

- A student has to compulsorily undergo an Internship in an Industry and submit a Project Report.

### 16. On the Job Training(OJT)/ Field Project

- On-the-job training/ Field Projects offer students the chance to develop essential skills that employers highly value.
- The OJT/ Field Projects work conducted in direct connection with industry should be a minimum of 60-80 hours during the Summer break.
- The OJT/ project evaluation will be done as per the guidelines keeping the ratio of Internal and External Viva Examination and presentation in ratio of 50:50

### TEACHING AND EVALUATION SCHEME FOR FIRST YEAR

**Table 11 :**

**Semester – I**

Sr. No	Category	Course Code	Course Name	Teaching Scheme					Evaluation Scheme						
				Hours				Credits	Theory Course						Total Marks
				L	T	P	Total Hours		CIE	MS E	SEE	TW	Oral	TH Marks	
1	Core Courses	24-CC-MBA-1-01	Principles of Marketing	3	-	-	3	3	20	20	60	-	-	100	100
2		24-CC-	Management	3	-	-	3	3	20	20	60	-	-	100	100

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		MBA-1-02	Accounting												
3		24-CC-MBA-1-03	Organizational Behaviour and Principles of Management	3	-	-	3	3	20	20	60	-	-	100	100
4		24-CC-MBA-1-04	Business Research Methods	3	-	-	3	3	20	20	60	-	-	100	100
5		24-CC-MBA-1-05	Managerial Economics	3	-	-	3	3	20	20	60	-	-	100	100
6	Generic Electives	24-GE-MBA-1-01	Startup and New Venture Management	2	-	-	2	2	20	-	30	-	-	50	50
7		24-GE-MBA-1-02	Indian Ethos and Business Ethics	2	-	-	2	2	20	-	30	-	-	50	50
8		24-GE-MBA-1-03	Digital Business	2	-	-	2	2	20	-	30	-	-	50	50
9		24-GE-MBA-1-04	Legal Aspects of Business	2	-	-	2	2	20	-	30	-	-	50	50
10	Skill Based Courses	24-SB-MBA-1-01	Business Communication-I	2	-	-	2	2	50	-	-	-	-	50	50
11	Experiential Learning	24-EL-MBA-1-01	Enterprise Analysis and Desk Research	2	-	-	2	2	50	-	-	-	-	50	50
12	Value* Education	24-VE-MBA-1-01	Human Rights and Duties	1	-	-	1	1*		-	-	25*	-		25*
<b>Total</b>								<b>23</b>	<b>240</b>	<b>100</b>	<b>360</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>700</b>

Note:\* – Credits are not to be considered while Calculation of Marks for Declaration of Final Result (Pass/Fail)

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**Table 12 : Student Induction Program**

Induction Program (Mandatory)	3 Weeks Duration
The induction program (as per AICTE guidelines) is to be completed at the start of the first year.	<ul style="list-style-type: none"> <li>• SIP Module 1: UHV 1</li> <li>• SIP Module 2: Physical Health and Related Activities</li> <li>• SIP Module 3: Familiarization of Department/ Branch and Innovation</li> <li>• SIP Module 4: Visit to a Local Area</li> <li>• SIP Module 5: Lectures by Eminent People</li> <li>• SIP Module 6: Proficiency Modules</li> <li>• SIP Module 7: Literature / Literary Activities</li> <li>• SIP Module 8: Creative Practices</li> <li>• SIP Module 9: Extra Curricular Activities</li> </ul>

**Table 13 : Semester – II**

Sr. No	Category	Course Code	Course Name	Teaching Scheme					Evaluation Scheme						
				Hours				Credits	Theory Course						Total Marks
				L	T	P	Total Hours		CIE	MS E	SEE	TW	Oral	TH Marks	
1	Core Courses	24-CC-MBA-1-06	Marketing Management	3	-	-	3	3	20	20	60	-	-	100	100
2		24-CC-MBA-1-07	Financial Management	3	-	-	3	3	20	20	60	-	-	100	100
3		24-CC-MBA-1-08	Human Resource Management	3	-	-	3	3	20	20	60	-	-	100	100
4		24-CC-MBA-1-09	Operations and Supply Chain Management	3	-	-	3	3	20	20	60	-	-	100	100
5		24-CC-MBA-1-10	Rural and Agri-Business Management	3	-	-	3	3	20	20	60	-	-	100	100
6	Generic Electives	24-GE-MBA-1-	Enterprise Performance Management	2	-	-	2	2	20	-	30	-	-	50	50

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		05													
7		24-GE-MBA-1-06	Decision Science	2	-	-	2	2	20	-	30	-	-	50	50
8		24-GE-MBA-1-07	Qualitative Research Methods	2	-	-	2	2	20	-	30	-	-	50	50
9		24-GE-MBA-1-08	International Business Environment	2	-	-	2	2	20	-	30	-	-	50	50
10	Skill Based Courses	24-SB-MBA-1-02	Business Communication -II	2	-	-	2	2	50	-	-	-	-	50	50
11	Experiential Learning	24-EL-MBA-1-02	Industry Analysis and Desk Research	2	-	-	2	2	50	-	-	-	-	50	50
12	Value* Education	24-VE-MBA-1-02	Human rights of vulnerable and disadvantaged groups	1	-	-	1	1*		-	-	25*	-		25*
Total								23	240	100	360	-	-	700	700

Note:\* – Credits are not to be considered while Calculation of Marks for Declaration of Final Result (Pass/Fail)

**TEACHING AND EVALUATION SCHEME FOR SECOND-YEAR**

**Table 14 : Semester – III**

Sr. No	Category	Course Code	Course Name	Teaching Scheme					Evaluation Scheme						
				Hours				Credits	Theory Course						Total Marks
				L	T	P	Total Hours		CIE	MSE	SEE	TW	Oral	TH Marks	
1		24-CC-MBA-2-01	Strategic Management	3	-	-	3	3	20	20	60	-	-	100	100

Core Courses

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2		24-CC-MBA-2-02	Corporate Social Responsibility and Sustainability	3	-	-	3	3	20	20	60	-	-	100	100
3	Experiential Learning	24-EL-MBA-2-01	Dissertation	-	-	6	6	3	40	-	-	-	60	-	100
4	Specialization Core	24-SCM-MBA-2-01	Consumer Behaviour	3	-	-	3	3	20	20	60	-	-	100	100
5		24-SCM-MBA-2-02	Marketing Research	3	-	-	3	3	20	20	60	-	-	100	100
6		24-SCM-MBA-2-03	Sales and Distribution Management	3	-	-	3	3	20	20	60	-	-	100	100
7	Specialization Electives	24-SEM-MBA-2-01	Integrated Marketing Communications	2	-	-	2	2	20	-	30	-	-	50	50
8		24-SEM-MBA-2-02	Services Marketing	2	-	-	2	2	20	-	30	-	-	50	50
9		24-SEM-MBA-2-03	Digital Marketing	2	-	-	2	2	20	-	30	-	-	50	50
10		24-SEM-MBA-2-04	Retail Management	2	-	-	2	2	20	-	30	-	-	50	50
11		24-SEM-MBA-2-05	International Marketing	2	-	-	2	2	20	-	30	-	-	50	50
12		24-SEM-MBA-2-06	Marketing 4.0	2	-	-	2	2	20	-	30	-	-	50	50

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4	Specialization Core	24-SCF-MBA-2-01	Current Trends in Finance	3	-	-	3	3	20	20	60	-	-	100	100
5		24-SCF-MBA-2-02	Financial Markets and Institutions	3	-	-	3	3	20	20	60	-	-	100	100
6		24-SCF-MBA-2-03	International Finance	3	-	-	3	3	20	20	60	-	-	100	100
7	Specialization Electives	24-SEF-MBA-2-01	Digital Banking	2	-	-	2	2	20	-	30	-	-	50	50
8		24-SEF-MBA-2-02	Taxation	2	-	-	2	2	20	-	30	-	-	50	50
9		24-SEF-MBA-2-03	Principles of Insurance	2	-	-	2	2	20	-	30	-	-	50	50
10		24-SEF-MBA-2-04	Financial Laws	2	-	-	2	2	20	-	30	-	-	50	50
11		24-SEF-MBA-2-05	Strategic Cost Management	2	-	-	2	2	20	-	30	-	-	50	50
12		24-SEF-MBA-2-06	Strategic Financial Management	2	-	-	2	2	20	-	30	-	-	50	50
4	Specialization Core	24-SCH-MBA-2-01	Recruitment and Selection	3	-	-	3	3	20	20	60	-	-	100	100
5		24-SCH-MBA-2-02	Performance Management	3	-	-	3	3	20	20	60	-	-	100	100
6		24-SCH-MBA-2-03	Current Trends in HRM	3	-	-	3	3	20	20	60	-	-	100	100

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		3													
7	Specialization on Electives	24-SEH-MBA-2-01	Strategic HRM	2	-	-	2	2	20	-	30	-	-	50	50
8		24-SEH-MBA-2-02	Organizational Development	2	-	-	2	2	20	-	30	-	-	50	50
9		24-SEH-MBA-2-03	Labour Laws	2	-	-	2	2	20	-	30	-	-	50	50
10		24-SEH-MBA-2-04	Training and Development	2	-	-	2	2	20	-	30	-	-	50	50
11		24-SEH-MBA-2-05	Leadership and Change Management	2	-	-	2	2	20	-	30	-	-	50	50
12		24-SEH-MBA-2-06	Cross Cultural and Global HRM	2	-	-	2	2	20	-	30	-	-	50	50
4	Specialization on Core	24-SCO-MBA-2-01	Production Planning and Control	3	-	-	3	3	20	20	60	-	-	100	100
5		24-SCO-MBA-2-02	Logistics and Supply Chain Management	3	-	-	3	3	20	20	60	-	-	100	100
6		24-SCO-MBA-2-03	Service Operations Management	3	-	-	3	3	20	20	60	-	-	100	100
7	Specialization on Electives	24-SEO-MBA-2-01	World Class Manufacturing	2	-	-	2	2	20	-	30	-	-	50	50
8		24-SEO-MBA-2-02	Toyota Management Systems	2	-	-	2	2	20	-	30	-	-	50	50
9		24-SEO-	Lean	2	-	-	2	2	20	-	30	-	-	50	50

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		MBA-2-03	Manufacturing Systems												
10		24-SEO-MBA-2-04	Project Management	2	-	-	2	2	20	-	30	-	-	50	50
11		24-SEO-MBA-2-05	Industry 5.0	2	-	-	2	2	20	-	30	-	-	50	50
12		24-SEO-MBA-2-06	Business Process Reengineering	2	-	-	2	2	20	-	30	-	-	50	50
4	Specialization Core	24-SCR-MBA-2-01	Agriculture and Indian Economy	3	-	-	3	3	20	20	60	-	-	100	100
5		24-SCR-MBA-2-02	Agricultural Marketing Management	3	-	-	3	3	20	20	60	-	-	100	100
6		24-SCR-MBA-2-03	Rural Marketing	3	-	-	3	3	20	20	60	-	-	100	100
7	Specialization Electives	24-SER-MBA-2-01	Agricultural Insurance	2	-	-	2	2	20	-	30	-	-	50	50
8		24-SER-MBA-2-02	Agri-supply Chain management	2	-	-	2	2	20	-	30	-	-	50	50
9		24-SER-MBA-2-03	Rural Banking and Microfinance	2	-	-	2	2	20	-	30	-	-	50	50
10		24-SER-MBA-2-04	Rural Tourism Marketing	2	-	-	2	2	20	-	30	-	-	50	50
11		24-SER-MBA-2-05	ICT for Agriculture Management	2	-	-	2	2	20	-	30	-	-	50	50

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12		24-SER-MBA-2-06	Agri-Entrepreneurship	2	-	-	2	2	20	-	30	-	-	50	50
13	Value* Education	24-VE-MBA-2-03	Cyber Security	3	-	2	5	4*	50*	-	-	25*	25*		100*
<b>Total</b>								<b>26</b>	<b>220</b>	<b>100</b>	<b>420</b>	<b>-</b>	<b>60</b>	<b>700</b>	<b>800</b>

\* – Credits are not to be considered while Calculation of Marks for Declaration of Final Result (Pass/Fail)

**Table 15 : Semester – IV**

Sr. No	Category	Course Code	Course Name	Teaching Scheme					Evaluation Scheme						
				Hours				Credits	Theory Course						Total Marks
				L	T	P	Total Hours		CIE	MS E	SEE	TW	Oral	TH Marks	
1	Experiential Learning	24-EL-MBA-2-02	Internship Project	-	-	20	20	10	80	-	-	-	120	-	200
2		24-EL-MBA-2-03	Online MOOC's Course*	3	-	-	3	3	40	-	60	-	-	100	100
3	Value Education	24-VE-MBA-2-04	Universal Human Values -II	3	-	-	3	3	40	-	-	60	-	100	100
4	Skill Based Courses	24-SB-MBA-2-01	Skill Development **	-	-	2	2	2**	-	-	-	50*	-	-	50**
<b>Total</b>								<b>16</b>	<b>160</b>	<b>-</b>	<b>60</b>	<b>60</b>	<b>120</b>	<b>200</b>	<b>400</b>

Note \* Online MOOC's Courses will be offered as per the availability on their respective portals like NPTEL, Coursera, Udemy etc.

\*\* – Credits are not to be considered while Calculation of Marks for Declaration of Final Result (Pass/Fail)

# Semester I



24-CC-MBA-1-01: Principles of Marketing																							
<b>Teaching Scheme:</b> Theory: 03 Hours/Week	<b>Credit:</b> 03	<b>Examination Scheme:</b> <b>CIE :</b> 20 Marks <b>MSE :</b> 20 Marks <b>SEE :</b> 60 Marks																					
<b>Prerequisite Courses:</b> NA																							
<b>Companion Course:</b> NA																							
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Understand the fundamental principles and philosophies of marketing.</li> <li>• Analyze the internal and external forces that influence marketing decisions.</li> <li>• Develop a framework for understanding customer needs and creating value.</li> <li>• Apply market segmentation and targeting strategies to identify attractive market segments.</li> <li>• Evaluate consumer buying behavior and its impact on marketing strategies.</li> <li>• Design a marketing mix (7Ps) strategy to achieve marketing objectives.</li> </ul>																							
<b>Course Outcomes:</b> <table border="1"> <thead> <tr> <th>CO No.</th><th>CO</th><th>BL</th></tr> </thead> <tbody> <tr> <td>1</td><td>Explain the core concepts of marketing and their application in creating customer value</td><td>2</td></tr> <tr> <td>2</td><td>Analyze the impact of the marketing environment on marketing strategies.</td><td>4</td></tr> <tr> <td>3</td><td>Utilize marketing information to gain customer insights.</td><td>3</td></tr> <tr> <td>4</td><td>Develop customer-centric marketing strategies through market segmentation, targeting, and value proposition creation.</td><td>5</td></tr> <tr> <td>5</td><td>Evaluate consumer and organizational buying behavior to influence purchase decisions.</td><td>5</td></tr> <tr> <td>6</td><td>Apply the marketing mix and product life cycle stages to optimize marketing strategies for</td><td>3</td></tr> </tbody> </table>			CO No.	CO	BL	1	Explain the core concepts of marketing and their application in creating customer value	2	2	Analyze the impact of the marketing environment on marketing strategies.	4	3	Utilize marketing information to gain customer insights.	3	4	Develop customer-centric marketing strategies through market segmentation, targeting, and value proposition creation.	5	5	Evaluate consumer and organizational buying behavior to influence purchase decisions.	5	6	Apply the marketing mix and product life cycle stages to optimize marketing strategies for	3
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Course Contents		
Mapping of Course Outcomes		C01, C06
Unit I	Introduction to Marketing	8 Hours
Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Needs, Wants, Demands, Market Offerings, Customer Value and Satisfaction, Customer Delight, Customer loyalty, Exchanges and relationships, Concepts of Marketers and Prospects, Key customer Markets, Marketplaces, Marketspaces, Meta markets, Digital Markets, Brick & Click Model, Impact of Globalization, Technology and Social Responsibility on Marketing. Functions of a Marketing Manager,		
#Exemplar/Case Studies: Discuss various brands using brick and click models and metamarkets.		
Mapping of Course Outcomes		C02, C03
Unit II	Marketing Environment	5 Hours
Concept of Marketing Environment, Macro Environment & Micro Environment – Components & Characteristics, Major Forces Impacting the Macro Environment & Micro Environment, Need for analyzing the marketing environment, Analyzing the Demographic, Economic, Socio-cultural, Natural, Technological, and Political and Legal Environment, Responding to the Marketing Environment		
#Exemplar/Case Studies: Use micro and macro environmental analysis for launching a new product.		
Mapping of Course Outcomes		C04, C05
Unit III	Customer Value-Driven Marketing Strategy	8 Hours
Marketing Strategy, Segmentation - Concept, Need & Benefits. Bases for Segmenting Consumer Markets - Geographic, Demographic, Psychographic, Behavioural, Bases for segmentation for business markets. Market Potential & Market Share. Market Targeting - Concept of Target Markets Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments – Full Market Coverage, Multiple Segment		
#Exemplar/Case Studies: Application of segmentation, targeting and positioning in various industries.		
Mapping of Course Outcomes		C05, C03
Unit IV	Consumer Behavior	6 Hours
Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process with real life situations – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior, Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Business Buyer Decision Process.		
#Exemplar/Case Studies: Case studies on various types of consumer buying situations and buying roles.		
Mapping of Course Outcomes		C01, C06

<b>Unit V</b>	<b>Marketing Mix and Product Life Cycle</b>	<b>6 Hours</b>
Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept, characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC, Strategies across stages of the PLC.		
<b>#Exemplar/Case Studies:</b> Give presentations on marketing mix designs of various types of products and also include their product life cycles.		
<b>Mapping of Course Outcomes</b>		<b>C03, C04</b>
<b>Unit VI</b>	<b>Managing Marketing Information to Gain Customer Insights</b>	<b>6 Hours</b>
Marketing Information and Customer insights, Marketing Research Process and significance, Analyzing and using marketing information, Concept of Customer Relationship Management, Big Data, Marketing Analytics and Artificial Intelligence, Other marketing information considerations		
<b>#Exemplar/Case Studies:</b> Discuss the current practices of various companies for customer relationship management.		
<b>Learning Resources</b>		
<b>Text Books:</b>		
T1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson, T2. Marketing Management, Rajan Saxena, TMGH T3. MKTG, Lamb, Hair, Sharma, McDaniel, Cengage Learning		
<b>Reference Books :</b>		
R1. Principles of Marketing, Philip Kotler, Gary Armstrong, Shridhar Balasubramanian, Prafulla Agnihotri, Pearson R2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books R3. Marketing Management, Ramaswamy & Namakumari, Macmillan.		
<b>Additional Resources: (Books, e-Resources)</b> B1. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, TMGH B2. Marketing Management: S.A. Sherlekar, HPH B3. Case Studies In Marketing: The Indian Context, R Srinivasan, PHI B4. Marketing Management- Karunakaran, HPH. B5. Marketing Whitebook <a href="https://www.marketingteacher.com/">https://www.marketingteacher.com/</a>		
<b>MOOC Courses links :</b> <a href="https://archive.nptel.ac.in/courses/110/104/110104068/#">https://archive.nptel.ac.in/courses/110/104/110104068/#</a>		

**24-CC-MBA-1-02: Management Accounting**

**Teaching Scheme:**

**Theory:** 3 Hours/Week

**Credit:** 3

**Examination Scheme:**

**CIE :** 20 Marks

**MSE :** 20 Marks

**SEE :** 60 Marks

**Prerequisites Courses:**NA

**Companion Course:** NA

**Course Objectives:**

- Understand the fundamentals of Accounting:
- Apply your understanding of accounting principles by independently solving numerical problems related to cost accounting, financial accounting, budgeting, and other relevant areas.
- Develop critical thinking and analytical skills to assess a situation by identifying and evaluating both financial and non-financial factors.
- Evaluate the financial implications of various management decisions, considering both potential benefits and risks, and recommend a course of action

**Course Outcomes:**

After completion of the course, learners should be able to -

CO No	CO	BL
1	Describe the basic concepts related to Accounting, Cost Accounting, Marginal Costing, Budgeting and Standard Costing.	2
2	Explain the difference and relationship between Cost accounting, Financial accounting and Managerial accounting	2
3	Perform all the necessary calculations through the relevant numerical problems of Financial Statement of Sole Proprietor, Cost Sheet and Budgets.	4
4	Analyze the situation and decide the key financial as well as non-financial elements involved in the situation.	4
5	Evaluate the financial impact of the decision and determine a reasonable course of action for a given management decision.	5
6	Formulate the Financial Statement of Sole Proprietor, Cost Sheet and Budgets	5

Course Contents		
<b>Unit I</b>	<b>Basic Concepts</b>	<b>7 Hours</b>
Forms of Business Organization. Meaning and Importance of Accounting in Business Organizations, Basic Concepts and terms used in Accounting, Financial accounting, cost accounting and management accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Accounting Concepts and Conventions, Accounting Cycle (Journal, Ledger and Trial Balance).		
<b>#Exemplar/Case Studies:</b> Prepare a Journal of a manufacturing organization with the help of transaction details.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2
<b>Unit II</b>	<b>Financial Statements:</b>	<b>8 Hours</b>
Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. (Numerical on Final Accounts of sole proprietary.)		
<b>#Exemplar/Case Studies:</b> Prepare final accounts of a sole proprietary concern using trial balance.		
<b>*Mapping of Course Outcomes</b>		CO1, CO3, CO6
<b>Unit III</b>	<b>Cost Accounting</b>	<b>7 Hours</b>
Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, types of cost, Preparation of a Simple Cost Sheet. (Numericals on a Simple Cost Sheet.)		
<b>#Exemplar/Case Studies:</b> Develop a cost sheet from available cost data of a Manufacturing Organisation.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2, CO3, CO4, CO6
<b>Unit IV</b>	<b>Decision Making Tools</b>	<b>6 Hours</b>
Marginal Costing: Marginal Cost and marginal costing, Contribution, P/V ratio, Break-even point, Cost Volume Profit Analysis, Practical application of Marginal Costing: Optimizing product mix, Pricing decisions, Make or buy decisions, Accept or Reject special order, shutting down decisions. (Numericals on BEP, CVP, P/V ratio)		
<b>#Exemplar/Case Studies:</b> Calculate BEP, CVP, P/V ratio of a manufacturing Unit from available cost data.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2, CO4, CO5
<b>Unit V</b>	<b>Budgetary Control</b>	<b>6 Hours</b>
Meaning of Budget and Budgeting, Functional Budgets – Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. (Numericals on Cash and Flexible budgets)		
<b>#Exemplar/Case Studies:</b> Prepare cash and flexible budget of a company.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2, CO3, CO4, CO6
<b>Unit VI</b>	<b>Standard Costing</b>	<b>5 Hours</b>

Meaning, Importance, Advantages and Disadvantages, of standard costing. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances: Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. (Computation of Material variances)	
<b>#Exemplar/Case Studies:</b> Evaluate material variances of any manufacturing organization with the available material data.	
<b>*Mapping of Course Outcomes</b>	CO1,CO2,CO4
<b>Learning Resources</b>	
<b>Text Books</b>	
T1: Management Accounting by Dr Mahesh Kulkarni, Career Publication T2: Accounting For Management-Jawaharlal, Himalaya Publishing House T3: Taxmann Cost Accounting by Kishor R M	
<b>Reference Books :</b>	
R1: Management Accounting –M.Y. Khan and P.K Jain,Tata McGraw Hill R2: Accounting For Managers- Text and Cases by: Bruns William	
<b>Additional Resources: (Books, e-Resources):</b> Financial and Cost Accounting by P.Periaswamy. Accounting For Management, S. N. Maheshwari	
<b>MOOC Courses links :</b> <ul style="list-style-type: none"><li>• <a href="https://www.coursera.org/learn/financial-accounting-polimi?">https://www.coursera.org/learn/financial-accounting-polimi?</a></li><li>• <a href="https://www.coursera.org/specializations/costaccounting?">https://www.coursera.org/specializations/costaccounting?</a></li><li>• <a href="https://www.coursera.org/learn/financial-accounting">https://www.coursera.org/learn/financial-accounting</a></li></ul>	

<b>24-CC-MBA-1-03 : Organizational Behavior &amp; Principles of Management</b>		
<b>Teaching Scheme:</b> Theory: 3 Hours/Week	<b>Credit: 3</b>	<b>Examination Scheme:</b> <b>CIE : 20 Marks</b> <b>MSE : 20 Marks</b> <b>SEE : 60 Marks</b>
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> – NA		
<b>Course Objectives</b> <ul style="list-style-type: none"> <li>• To Understand the fundamental concepts of organizational behavior (OB)</li> <li>• To Apply OB theories, models, and frameworks to diagnose and analyze real-world organizational problems like conflict, low motivation, and negative attitudes.</li> <li>• To Explain the importance of core management functions planning, organizing, decision-making, and controlling.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe the role and need of planning, organizing, decision making and controlling.	2
2	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.	2
3	Applying theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.	3
4	Analyzing human behavioral problems like conflict, motivation, politics, attitudinal issues etc. and develop solutions to these problems.	4
5	Evaluating approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.	5
6	Formulate the conceptual framework of the discipline of OB & PM and its practical applications in the organizational set up.	5

Course Contents		
<b>Unit I</b>	<b>Fundamentals of Organizational Behaviour</b>	<b>5 Hours</b>
Foundation of individual behavior, Concept and significance of OB. The diverse workforce, Models of OB: Autocratic Model, Custodian Model, Supportive Model, Collegial Model and System Model, Definition Personality, importance of personality , The Big Five Personality Model, Johari Window, Definition, Types of Emotions, Determinant , Definition & Importance of attitudes, components of Attitude, Definition & Factors influencing Perception, Barriers to Perception.		
<b>#Exemplar/Case Studies</b> : Discuss on models of OB employed in educational institutions.		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit II</b>	<b>Motivation ,Group Dynamics and Leadership</b>	<b>7 Hours</b>
Definition & Concept of Motive & Motivation, Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), Contemporary Theories- Equity Theory of Work Motivation, Group dynamics ,The Five -Stage Model of Group Development Team Effectiveness & Team Building, Introduction, Managers V/s Leaders. Overview of Leadership.		
<b>#Exemplar/Case Studies</b> : Develop a strategy to keep employees Motivated in the Banking sector.		
<b>*Mapping of Course Outcomes</b>		<b>C05,C04</b>
<b>Unit III</b>	<b>Organizational Culture &amp; Conflict</b>	<b>6 Hours</b>
Meaning and Nature of Organization Culture , Origin of Organization Culture, Creating and Maintaining Organization Culture, Definition and Meaning, Sources of Conflict, Types of Conflict.		
<b>#Exemplar/Case Studies</b> : Develop conflict management strategies for a multinational company.		
<b>*Mapping of Course Outcomes</b>		<b>C04</b>
<b>Unit IV</b>	<b>Organizational Change</b>	<b>6 Hours</b>
Work Stressors , Prevention and Management of stress , Balancing work and Life, Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that act as stimulants to change. Kurt Lewin's- Three step model, Resistance to Change.		
<b>#Exemplar/Case Studies</b> : Develop stress management strategies for employees in the IT sector.		
<b>*Mapping of Course Outcomes</b>		<b>C02</b>

Unit V	Basic concepts of management	7 Hours
Nature, Functions and Importance of Management, Management Functions, Levels of Management, Steps in Planning Process, Importance and Limitations, Management By Objectives (MBO), The Decision-Making Process.		
<b>#Exemplar/Case Studies :</b> Explore the different types of plans implemented by a manufacturing company.		
<b>*Mapping of Course Outcomes</b>		<b>C01</b>
Unit VI	Functions of Management	8 Hours
Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Definition and importance of leading, Leadership styles and approaches, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling.		
<b>#Exemplar/Case Studies :</b> Discuss the organizational structure of public enterprises		
<b>*Mapping of Course Outcomes</b>		<b>C02</b>
Learning Resources		
<b>Text Books:</b>		
T1. Organizational Behaviour, K. Awathappa, Himalaya Publishing House T2. PPM & Organizational Behaviour, Chandrani Singh & Aditi Khatri, SAGE T3. Organizational Behaviour, 9th Ed. - Stephen Robbins		
<b>Reference Books:</b>		
R1. Organizational Behaviour - Fred Luthans R2. Organizational Behaviour - T. James Campbell R3. Understanding Organizational Behavior - Khanna Sushama		
<b>Additional Resources:</b>		
<a href="https://www.uou.ac.in/sites/default/files/slm/MS-101.pdf">https://www.uou.ac.in/sites/default/files/slm/MS-101.pdf</a> . <a href="https://mrcet.com/downloads/MBA/Management%20and%20Organisational%20Behaviour.pdf">https://mrcet.com/downloads/MBA/Management%20and%20Organisational%20Behaviour.pdf</a> .		
<b>MOOC Courses links https:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg38/course">https://onlinecourses.nptel.ac.in/noc24_mg38/course</a>		

<b>24-CC-MBA-1-04: Business Research Methods</b>		
<b>Teaching Scheme:</b> Theory: 03 Hours/Week	<b>Credit:</b> 03	<b>Examination Scheme:</b> <b>CIE</b> : 20 Marks <b>MSE</b> : 20 Marks <b>SEE</b> : 60 Marks
<b>Prerequisites Courses:</b> – NA		
<b>Companion Course:</b> – 24-SB-MBA-1-01: Business Communication- I		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To develop a strong foundation in research principles and processes.</li> <li>• To study research design and data collection techniques.</li> <li>• To become aware of data analysis and reporting.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Define various concepts & terms associated with scientific business research.	1
2	Explain the terms and concepts used in all aspects of scientific business research.	2
3	Make use of scientific principles of research to solve contemporary business research problems.	3
4	Examine the various facets of a research problem and illustrate the relevant aspects of the research process from a data driven decision perspective.	4
5	Judge the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.	5
6	Formulate research proposals to address real-life business research problems.	5
<b>Course Contents</b>		
Unit I	Foundations of Research	6 Hours
Definition of Research, Need of business research, Characteristics of scientific research method, Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question, Measurement Questions. The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis – Report Writing Practical considerations: Values – researcher & organization. Ethical principles - Harm to		

participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright.		
<b>#Exemplar/Case Studies:</b> Preparation of Research questions for real life business problem		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02, C04</b>
<b>Unit II</b>	<b>Research Design</b>	<b>7 Hours</b>
Concept, Features of a research design. Exploratory, Descriptive, Experimental research designs, Concept of Cause and Effect, Types of Variables-Independent, Dependent, extraneous variables, Basic knowledge of Treatment & Control group, Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. Hypothesis: Definition, research Hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis.		
<b>#Exemplar/Case Studies:</b> Suggesting research design for real life business research		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02, C05</b>
<b>Unit III</b>	<b>Data &amp; Measurement</b>	<b>8 Hours</b>
Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison - Concept and Application. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey, Interviewing, Online questionnaire tools.		
<b>#Exemplar/Case Studies:</b> Selecting suitable scaling technique for real life business research		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02</b>
<b>Unit IV</b>	<b>Sampling: Basic Concepts</b>	<b>7 Hours</b>
Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, Sampling errors, non-sampling errors, Methods to reduce the errors, Sample Size constraints, Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowball Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size (sample size determination formulae and numerical not expected).		
<b>#Exemplar/Case Studies:</b> Selecting suitable sampling methods for real life business research.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02, C03</b>

Unit V	Data Analysis	7 Hours
Tabular representation of data, frequency tables, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. Concept of Hypothesis Testing - Logic & Importance, Chi-square test including testing hypothesis of association, association of attributes. Test of Significance: Small sample tests: T test, F test & Z test. Non-parametric tests. Analysis of Variance: One way and two-way Classifications. (Interpretation expected)		
<b>#Exemplar/Case Studies:</b> Selecting suitable data analysis method for real life business research.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02, C03</b>
Unit VI	Proposal & Report Writing	4 Hours
Research Proposal: Elements of a Research Proposal, Writing a research proposal for the real time business problem. Research Reports: Structure of Research report, Report writing and Presentation.		
<b>#Exemplar/Case Studies:</b> Write a Research Proposal for real-life business research.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02, C06</b>
Learning Resources		
<b>Text Books:</b>		
T1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH. T2: Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press T3: Research Methodology, C. R. Kothari, New Age International Publications		
<b>Reference Books:</b>		
R1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage. R2: Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge, R3: Research Methodology in Management, Dr. V.P. Michael		
<b>Additional Resources: (Books, e-Resources):</b> - <a href="https://study.sagepub.com/easterbysmith7e">https://study.sagepub.com/easterbysmith7e</a>		
<b>MOOC Courses links:</b> <a href="https://onlinecourses.swayam2.ac.in/cec20_mg14/preview">https://onlinecourses.swayam2.ac.in/cec20_mg14/preview</a>		

24-CC-MBA-1-05 : Managerial Economics		
<b>Teaching Scheme:</b> Theory: 3 Hours/Week	<b>Credit:</b> 3	<b>Examination Scheme:</b> <b>CIE :</b> 20 Marks <b>MSE :</b> 20 Marks <b>SEE :</b> 60 Marks
<b>Prerequisite Courses:</b> NA		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To Explain the key concepts in economics, from a managerial perspective.</li> <li>• To Identify the various issues in an economics context and highlight their significance from the perspective of business decision making.</li> <li>• Examine the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.</li> <li>• To Evaluate critical thinking based on principles of microeconomics for informed business decision making.</li> <li>• Elaborate how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe fundamental microeconomic principles like supply and demand, market structures, and consumer behavior.	1
2	Recognize various economic issues within market environments	2
3	Differentiate between related economic concepts and apply them appropriately in business scenarios.	3
4	Explain the interactions between economic factors at different levels, such as consumer behavior, firm strategies, and industry dynamics.	4
5	Anticipate the reactions of other firms and consumer segments to specific business decisions.	5

6	Use economic data to make strategic decisions in a given business scenario.	5
<b>Course Contents</b>		
<b>Unit I</b>	<b>Managerial Economics</b>	<b>6 Hours</b>
Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and Decision Making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm.		
<b>#Exemplar/Case Studies:</b> Draft a model for Profit Maximisation of a Firm		
<b>*Mapping of Course Outcomes</b>		CO1, CO3
<b>Unit II</b>	<b>Utility Analysis</b>	<b>4 Hours</b>
Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line, and Consumer surplus.		
<b>#Exemplar/Case Studies:</b> Illustrate with example how consumer equilibrium can be achieved		
<b>*Mapping of Course Outcomes</b>		CO3, CO4
<b>Unit III</b>	<b>Demand Analysis</b>	<b>8 Hours</b>
Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Introduction to Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting ( Numericals not expected)		
<b>#Exemplar/Case Studies:</b> Analyze how the trends for elasticity of Demand for petrol and diesel have fluctuated in the past three years.		
<b>*Mapping of Course Outcomes</b>		CO3, CO4, CO6
<b>Unit IV</b>	<b>Supply &amp; Market Equilibrium</b>	<b>7 Hours</b>
Introduction to Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Market Equilibrium and Changes in Market Equilibrium. Short Run and Long Run Analysis of Production Function, Cost Curves, and Economies of Scale, Breakeven Analysis and its Managerial Uses		
<b>#Exemplar/Case Studies:</b> Justify the Role of Elasticity of Supply in day-to-day life.		

<b>*Mapping of Course Outcomes</b>		CO1, CO3, CO4, CO6
<b>Unit V</b>	<b>Revenue Analysis and Pricing Policies</b>	<b>7 Hours</b>
Meaning and Types of Revenue, Pricing Policies, Objectives of Pricing Policies, Mark-up Pricing, Price Discrimination, Multi-unit Pricing, Strategies, Multiple Product Pricing, Joint Product Pricing, Transfer Pricing, and Peak Load Pricing. Transfer pricing. Pricing under Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly, Effects of Changes in Fixed Costs.		
<b>#Exemplar/Case Studies:</b> Analyze the competitive Strategies in the Smartphone Industry, using examples of Apple, Samsung, and Xiaomi.		
<b>*Mapping of Course Outcomes</b>		CO3, CO4, CO5
<b>Unit VI</b>	<b>Consumption Function and Investment Function</b>	<b>7 Hours</b>
Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.		
<b>#Exemplar/Case Studies:</b> Analyze the performance of Tata Motors in the automobile sector correlating with various phases of the business cycle.		
<b>*Mapping of Course Outcomes</b>		CO2, CO4, CO5
<b>Learning Resources</b>		
<b>Text Books:</b>		
<b>T1.</b> Managerial Economics, G.S. Gupta, T M H, New Delhi. <b>T2.</b> Managerial Economics - Principles And Worldwide Applications, Salvatore Dominick, Oxford <b>T3.</b> Managerial Economics, Khokhar Yograj, Gnosis.		
<b>Reference Books:</b>		
<b>R1.</b> Managerial Economics by H L Ahuja, S Chand & Co. New Delhi. <b>R2.</b> Managerial Economics - Theory and Applications Mithani D M, Himalaya Publishing House <b>R3.</b> Managerial Economics, Dean Joel A, Prentice Hall		
<b>Additional Resources: (Books, e-Resources)</b> <a href="https://www.youtube.com/watch?v=xHmDtQ-S1Dk">https://www.youtube.com/watch?v=xHmDtQ-S1Dk</a>		
<b>MOOC Courses links:</b> <a href="https://ugcmoocs.inflibnet.ac.in/">https://ugcmoocs.inflibnet.ac.in/</a>		

24-GE-MBA-1-01 Startup and New Venture Management		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit: 2</b>	<b>Examination Scheme</b> <b>CIE : 20 Marks</b> <b>SEE : 30 Marks</b>
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Understand the fundamentals concepts of Entrepreneurship.</li> <li>• Develop essential skills for identifying and evaluating business opportunities, crafting a business plan, and navigating legal and financial aspects.</li> <li>• Foster an entrepreneurial mindset that emphasizes creativity, problem-solving, and the ability to manage and grow a successful venture.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Define entrepreneurial traits and factors influencing growth.	2
2	Understand factors driving entrepreneurship and development programs..	2
3	Relate business ideas and develop a feasible business plan.	3
4	Analyze challenges and opportunities in launching and growing venture	4
Course Contents		
Unit I	Fundamentals of Entrepreneurship	6 Hours
Concept of Entrepreneur, Intrapreneur and Entrepreneurship, entrepreneur versus manager, qualities of entrepreneurs, theories of entrepreneurship, classification of entrepreneurs, entrepreneurship ecosystem, concept of Start-Ups in India.		
<b>#Exemplar/Case Studies:</b> Discuss qualities of successful entrepreneurs like Ratan Tata, Dhirubai Ambani.		
<b>*Mapping of Course Outcomes</b>		<b>C01</b>

<b>Unit II</b>	<b>Entrepreneurship Development</b>	<b>7 Hours</b>
Factors Influencing Entrepreneurial Growth, entrepreneurship development program, entrepreneurial competencies, factors influencing entrepreneurship, role of entrepreneur in Indian Economy, developing entrepreneurial culture.		
<b>#Exemplar/Case Studies:</b> Discuss the role of entrepreneurs in India using Amazon case study.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02</b>
<b>Unit III</b>	<b>Creating and Starting the Venture</b>	<b>9 Hours</b>
Business Idea, Entrepreneurial Opportunity Search;; Legal Issues for the Entrepreneur, IPR and Entrepreneurship, Feasibility Analysis, Business Plan Formulation, Role of Government in ED, various schemes -PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR, Role of DIC, SISI, EDII, NIESBUD, NEDB, Start-up India Campaign.		
<b>#Exemplar/Case Studies:</b> Prepare business plans for startups in the agricultural industry.		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit IV</b>	<b>Entrepreneurial Leadership</b>	<b>6 Hours</b>
Entrepreneurship Management, Selection of types of ownership, Entrepreneurial Sickness & Rehabilitation, Problems faced by new Start-Ups, Major Industries and Emerging areas in Entrepreneurship.		
<b>#Exemplar/Case Studies:</b> Discuss factors responsible for Sickness of Air India.		
<b>*Mapping of Course Outcomes</b>		<b>C04</b>
<b>Text Books:</b>		
T1. The Dynamics of Entrepreneurial Development by Desai Vasant, Himalaya Publication House T2. Entrepreneur Development by: Taneja Satish, Himalaya Publication House		
<b>Reference Books:</b>		
R1. New Venture Management by Kuratko Donald R2. Entrepreneurship - New Venture Creation by Holt David		
<b>Additional Resources: (Books, e-Resources):</b> Innovation and Entrepreneurship, Peter F. Drucker		
<b>MOOC Courses links:</b> <a href="https://www.coursera.org/learn/entrepreneurshipfia">https://www.coursera.org/learn/entrepreneurshipfia</a>		

<b>24-GE-MBA-1-02: Indian Ethos and Business Ethics</b>		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit:</b> 02	<b>Examination Scheme:</b> <b>CIE:</b> 20 Marks <b>SEE:</b> 30 Marks
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>● Critically examine the foundation of ethics, business ethics, and moral obligations in business practices.</li> <li>● Analyze the role of Indian ethos in ethical business practices, considering both traditional values and contemporary global standards.</li> <li>● Develop a framework for value-based management that integrates Indian management philosophies with Western practices.</li> <li>● Critically assess the impact of work ethic, stress, and religious/spiritual values on managerial practices.</li> <li>● Design a process for ethical decision-making and develop a personal code of ethics for business conduct, considering the concept of Karma.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to:		
<b>CO No</b>	<b>CO</b>	<b>BL</b>
1	Analyze the foundations of ethics and their application to Indian business practices.	4
2	Critically evaluate the influence of Indian ethical perspectives on management decisions.	5
3	Develop a framework for ethical leadership that integrates Indian values with Western management practices.	5
4	Apply ethical reasoning frameworks to resolve business dilemmas in various functional areas.	3

Course Contents		
<b>Unit I</b>	<b>Exploring the Intersection of Ethics</b>	<b>7 Hours</b>
Understanding the need for Ethics, Business Ethics, and Moral Obligations; ethical values, myths, and ambiguity; Ethics v/s Ethos, Kohlberg's six stages of morality development; ethical Principles in Business, Indian wisdom & Indian approaches towards business ethics; Role of Indian Ethos in Managerial Practices		
<b>#Exemplar/Case Studies:</b> Analyze how Mumbai Dabbawala evolved since last 100 years without losing the Ethics.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2
<b>Unit II</b>	<b>Values in Management</b>	<b>6 Hours</b>
Work Ethos and Values for Indian Managers, Work Ethics, Management Lessons from historical scriptures like Bhagwad Gita, etc . Indian v/s Western Management styles, Gandhian Approach in Management and Trusteeship.		
<b>#Exemplar/Case Studies</b> – Analyze how Google's "Recharge" Program helped cope with stress management at the workplace.		
<b>*Mapping of Course Outcomes</b>		CO2, CO3
<b>Unit III</b>	<b>Insights for Ethical Leadership and Corporate Karma</b>	<b>6 Hours</b>
Indian Ethos and Ethics; Indian Systems of Learning, Karma philosophy and its importance to Managers- Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection - Corporate Karma Leadership.		
<b>#Exemplar/Case Studies</b> – How are the teachings of Bhagavad Gita relevant to today's business management?		
<b>*Mapping of Course Outcomes</b>		CO1, CO2, CO3
<b>Unit IV</b>	<b>Building an Ethical Organizational Culture</b>	<b>7 Hours</b>
Ethical tenets of organization culture, developing codes of ethics and conduct, Ethical decision making, ethical reasoning, ethical and value-based leadership, Ethical dilemmas in different business areas of operations, finance, marketing HRM and international business, ethical dilemma resolution process.		

<b>#Exemplar/Case Studies</b> - Analyze the reasons behind Nestle India recalling all Maggi noodles from the market and doing their brand building later on.	
<b>*Mapping of Course Outcomes</b>	CO3, CO4
<b>Learning Resources</b>	
<b>Text Books:</b>	
T1. Managing for Value, S. S. Iyer; New Age International T2. Perspectives in Business Ethics; Hartman Laura Chatterjee Abha; The McGraw-Hill Company T3. S. A. Sherlekar - Ethics of Management, Himalaya Publishing House.	
<b>Reference Books :</b>	
R1. Business Ethics and Managerial Values, S. K. Bhatia -; Deep & Deep Publications Pvt. Ltd R2. Corporate Governance & Business Ethics, Mathur UC; Mc Millan R3. Values and Ethics for Organizations - Theory and Practices; S. K. Chakraborty; Oxford University Press R4. Human Values - Prof. A.N. Tripathi New Age International	
<b>Additional Resources: (Books, e-Resources)</b> <a href="https://bookboon.com/en/business-ethics-ebook">https://bookboon.com/en/business-ethics-ebook</a> <a href="https://bookboon.com/en/business-ethics-audiotalk-brendel-ebook">https://bookboon.com/en/business-ethics-audiotalk-brendel-ebook</a>	
<b>MOOC Courses links :</b> <ul style="list-style-type: none"><li><a href="https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/288">https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/288</a></li></ul>	

24-GE-MBA-1-03: Digital Business		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit:</b> 02	<b>Examination Scheme:</b> <b>CIE :</b> 20 Marks <b>SEE :</b> 30 Marks
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> –NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Students will be able to define and explain core concepts of digital business, including e-commerce models, mobile commerce applications, social commerce strategies, and the Internet of Things (IoT) ecosystem</li> <li>• Students will be able to analyze the impact of digital technologies on various business functions like marketing, supply chain management, and customer service.</li> <li>• Students will be able to critically evaluate the benefits and limitations of different digital business models. They will also be able to design and propose innovative digital strategies for specific business contexts</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe the conceptual framework of e commerce, mobile commerce and social commerce.	2
2	Summarize the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.	2
3	Apply value creation & competitive advantage in a digital Business Environment.	3
4	Examine the changing role of intermediaries, changing the nature of supply chain and payment systems in the online and offline world.	4

Course Contents		
<b>Unit I</b>	<b>Electronic Commerce</b>	<b>6 Hours</b>
Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Ecommerce Business Models, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society.		
<b>#Exemplar/Case Studies:</b> Identify different E commerce models used in current Business scenarios.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02</b>
<b>Unit II</b>	<b>Mobile Commerce, Social Commerce and IoT</b>	<b>6 Hours</b>
Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Social Commerce: Social Commerce, Social Media – Platforms and its comparison, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Internet of Things; Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets, concept of IOT 4.0 and 5.0		
<b>#Exemplar/Case Studies:</b> Recognise application of IOT in business sectors.		
<b>*Mapping of Course Outcomes</b>		<b>C02</b>
<b>Unit III</b>	<b>Digital Business Ecosystem</b>	<b>6 Hours</b>
Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces Types, Components and Participants, Disintermediation and Reintermediation; Intermediaries: Roles of Intermediaries in E-Marketplaces, Electronic Catalogs, Auctions - Traditional Auctions Versus E-Auctions,. Changing Supply Chains: Structure of the Supply Chain, EC Order Fulfilment Process Digital Payments: Payment Gateways, Mobile Payments, Digital and Virtual Currencies.		
<b>#Exemplar/Case Studies:</b> Discuss use of digitization for Auctions, Digital payment Apps in business		
<b>*Mapping of Course Outcomes</b>		<b>C02, C03</b>
<b>Unit IV</b>	<b>Digital Business Applications</b>	<b>8 Hours</b>
Electronic Retailing, Fintech, Digital Government, E-Learning, Online Travel and Tourism Services, E-Employment, E-Health, Entertainment, Media & Gaming		
<b>#Exemplar/Case Studies:</b> Digital business Application in different business sectors.		
<b>*Mapping of Course Outcomes</b>		<b>C04</b>

Learning Resources
<b>Text Books:</b>
<b>T1.</b> Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer <b>T2.</b> E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
<b>Reference Books:</b>
<b>R1.</b> Electronic Commerce by SCHNEIDER GARY P <b>R2.</b> Global Electronic Commerce - Theory And Case Studies By: Westland J Chiristopher Clark T H K
<b>Additional Resources: (Books, e-Resources)</b> Encyclopedia of E-Commerce, E-Government, and Mobile Commerce by Mehdi Khosrowpour
<b>MOOC Courses links :</b> <ul style="list-style-type: none"><li>• <a href="https://www.coursera.org/learn/digital-business-models">https://www.coursera.org/learn/digital-business-models</a></li><li>• <a href="https://www.coursera.org/learn/understanding-digital-world">https://www.coursera.org/learn/understanding-digital-world</a></li></ul>

24-GE-MBA-1-04: Legal Aspects of Business		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit:</b> 02	<b>Examination Scheme:</b> <b>CIE : 20 Marks</b> <b>SEE : 30 Marks</b>
<b>Prerequisite Courses:</b> – NA		
<b>Companion Course:</b> – NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To Describe the key terms involved in each Act.</li> <li>• To Summarize the key legal provisions of each Act.</li> <li>• To Illustrate the use of the Acts in common business situations.</li> <li>• To Outline the various facets of basic case laws of each Act from a legal and managerial perspective.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
<b>CO No.</b>	<b>CO</b>	<b>BL</b>
<b>1</b>	Describe important legal terms used in each Act covered in the course.	1
<b>2</b>	Summarize the essential legal requirements and stipulations outlined in each Act.	2
<b>3</b>	Apply different business law provisions.	3
<b>4</b>	Analyze the impact of case laws on business decision-making and managerial practices	4
Course Contents		
<b>Unit I</b>	<b>The Contract Act, 1872 &amp; The Sale of Goods Act, 1930</b>	<b>8 Hours</b>
Essential elements of Valid Contracts, Contracts, of Indemnity & Guarantee, Contingent Contract, Discharge of contract, Breach of contract - Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Contract of Sale, Sale & Agreement to Sell, Conditions & warranties, Rights of unpaid seller, Sale by Auction.		
<b>#Exemplar/Case Studies:</b> Discuss essential elements of valid contract for a sale.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2
<b>Unit II</b>	<b>The Negotiable Instrument Act, 1881</b>	<b>6 Hours</b>

Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest.		
<b>#Exemplar/Case Studies:</b> Draft any one Negotiable Instruments.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2
<b>Unit III</b>	<b>The Companies (Amendment) Act, 2015</b>	<b>6 Hours</b>
Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director.		
<b>#Exemplar/Case Studies:</b> Draft a memorandum of association for any company.		
<b>*Mapping of Course Outcomes</b>		CO1,CO3
<b>Unit IV</b>	<b>The Consumer Protection Act, 2019 &amp; Information Technology Act 2000</b>	<b>6 Hours</b>
Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority, Information Technology Act 2000: Digital Signature, Electronic Governance, Electronic Records E-Contracts, E-Commerce & Security, Cyber Crimes		
<b>#Exemplar/Case Studies:</b> Analysis of various e-commerce models.		
<b>*Mapping of Course Outcomes</b>		CO4
<b>Learning Resources</b>		
<b>Text Books:</b>		
T1. Business Law, S. D. Geet T2. Business Law, S.S. Gulshan T3. Legal Aspects of Business, Geet S D Deshpande A, Nirali Prakashan		
<b>Reference Books :</b>		
R1. Legal Aspects of Business, Akhileshwar Pathak R2. Elements of Mercantile Law, N.D.Kapoor		
<b>Additional Resources: (Books, e-Resources)</b> <a href="https://www.youtube.com/watch?v=fp1-pNbHd6A">https://www.youtube.com/watch?v=fp1-pNbHd6A</a>		
<b>MOOC Courses links:</b> <a href="https://ugcmoocs.inflibnet.ac.in/">https://ugcmoocs.inflibnet.ac.in/</a>		

<b>24-SB-MBA-1-01: Business Communication- I</b>																	
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit: 2</b>	<b>Examination Scheme:</b> <b>CIE: 50 Marks</b>															
<b>Prerequisite Courses:</b> NA																	
<b>Companion Course:</b> NA																	
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To understand the fundamentals of business communication.</li> <li>• To develop proficiency in various forms of written communication.</li> <li>• To enhance oral and interpersonal communication skills for effective business communication.</li> <li>• To explore the integration of technology in communication.</li> </ul>																	
<b>Course Outcomes:</b> After completion of the course, learners should be able to <table border="1"> <thead> <tr> <th>CO No</th><th>CO</th><th>BL</th></tr> </thead> <tbody> <tr> <td align="center">1</td><td>Recall the key concept of foundational understanding of business communication principles.</td><td align="center">1</td></tr> <tr> <td align="center">2</td><td>Understand proficiency in composing various business documents.</td><td align="center">2</td></tr> <tr> <td align="center">3</td><td>Apply verbal and nonverbal communication techniques effectively.</td><td align="center">3</td></tr> <tr> <td align="center">4</td><td>Analyze interpersonal skills for effective communication in business settings.</td><td align="center">4</td></tr> </tbody> </table>			CO No	CO	BL	1	Recall the key concept of foundational understanding of business communication principles.	1	2	Understand proficiency in composing various business documents.	2	3	Apply verbal and nonverbal communication techniques effectively.	3	4	Analyze interpersonal skills for effective communication in business settings.	4
CO No	CO	BL															
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2	Understand proficiency in composing various business documents.	2															
3	Apply verbal and nonverbal communication techniques effectively.	3															
4	Analyze interpersonal skills for effective communication in business settings.	4															
<b>Course Contents</b>																	
<b>Unit I</b>	<b>Foundations and Principles of Business Communication</b>	<b>6 Hours</b>															
Overview of Business Communication, Importance of Effective Communication, Functions of Business Communication, Types of Communication in Business, Process of Communication.																	
<b>#Exemplar/Case Studies:</b> Analyze the ethical considerations that are integral to maintaining trust in the corporate world.																	
<b>*Mapping of Course Outcomes</b>		CO1, CO3															
<b>Unit II</b>	<b>Written Communication Skills</b>	<b>6 Hours</b>															
Principles of Effective Business Writing, Resume, Business Letters: Formats and Styles, Email Etiquette,																	

Memo Writing Techniques, Report Writing: Structure and Components, Writing Business Proposals.		
<b>#Exemplar/Case Studies :</b> Draft a memo from the HR Manager to an employee asking the reasons for his frequent absenteeism.		
<b>*Mapping of Course Outcomes</b>		CO2, CO5
<b>Unit III</b>	<b>Oral and Interpersonal Communication in Business</b>	<b>8 Hours</b>
Fundamentals of Oral Communication, Verbal and Nonverbal Communication Skills, Presentation Planning and Preparation, Conducting and Participating in Meetings, Negotiation Skills, Active Listening Skills, Cross-Cultural Communication, Group Discussion and Interview Skills.		
<b>#Exemplar/Case Studies:</b> Conduct a group discussion on contemporary business topics.		
<b>*Mapping of Course Outcomes</b>		CO3, CO4
<b>Unit IV</b>	<b>Technology and Ethical Considerations in Business Communication</b>	<b>6 Hours</b>
Social Media for Business Communication, Virtual Team Communication, Ethical and Legal Considerations in Digital Communication, Data Privacy and Security.		
<b>#Exemplar/Case Studies:</b> Discuss how social media are used for business communications.		
<b>*Mapping of Course Outcomes</b>		CO1, CO5
<b>Learning Resources</b>		
<b>Text Books :</b>		
T1."Business Communication Today" by Courtland L. Bovee and John V. Thill T2. "Business Communication: Building Critical Skills" by Kitty Locker and Stephen Kaczmarek		
<b>Reference Books :</b>		
R1. "Effective Business Communication" by Herta A. Murphy and Herbert W. Hildebrandt R2. "Business Communication Essentials" by Courtland L. Bovee and John V. Thill		
<ul style="list-style-type: none"> <li><b>MOOC Courses links :</b>  <a href="https://www.coursera.org/search?query=business%20english%20communication%20skills">https://www.coursera.org/search?query=business%20english%20communication%20skills</a> </li> </ul>		

24-EL-MBA-1-01 : Enterprise Analysis and Desk Research		
<b>Teaching Scheme:</b> Theory : 2 Hours/Week	<b>Credit:</b> 2	<b>Examination Scheme:</b> CIE : 50 Marks
<b>Prerequisites Courses:</b> – NA		
<b>Companion Course:</b> – NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To Gain a deep understanding of enterprise analysis and its role in business decision-making .</li> <li>• To Learn how to identify key business problems or opportunities through desk research.</li> <li>• To Learn how to prepare clear, concise, and persuasive reports and presentations .</li> <li>• To Learn to identify, gather, and evaluate data relevant to specific enterprises.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe the key historical, organizational, market related, financial,governance, leadership and social responsibility dimensions of a real world business organization.	2
2	Summarize the regional, national and global footprint of a real world business organization.	2
3	Demonstrate the use of secondary resources to profile a real world business organization.	3
4	Analyze, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.	4
Course Contents		
Unit I	Enterprise History & organization Structure	7 Hours
Establishment Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy, Brief profiles - CEO, MD, Members of Board of Directors, Organization Structure, Geographical footprints, company's current headquarter worldwide as well as headquarter / corporate office in India, Manufacturing /Service locations in India and major worldwide.		
<b>#Exemplar/Case Studies :</b> Discuss enterprise history & organization structure of selected companies.		
<b>*Mapping of Course Outcomes</b>		<b>C01</b>
Unit II	Markets	7 Hours

Major Customers, customer segments, Products, Product lines, Major Brands, Market Share –Nationally, region wise, product wise, Technological developments. Disruptive innovations affecting the organization.		
<b>#Exemplar/Case Studies</b> : Discuss product lines, strategic alliances and emerging challenges .		
<b>*Mapping of Course Outcomes</b>		<b>C01,C02</b>
<b>Unit III</b>	<b>Financials and Listing</b>	<b>6 Hours</b>
Data for the last 5 years for the Revenues, Profitability, Auditors. Listing status in BSE and NSE, Global Listings on International Stock Markets, Share Price.		
<b>#Exemplar/Case Studies</b> : Analyze financial performance and market dynamics of the selected company.		
<b>*Mapping of Course Outcomes</b>		<b>C01,C04</b>
<b>Unit IV</b>	<b>Governance</b>	<b>6 Hours</b>
Philosophy, Action taken by SEBI, Involvement in Scams, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years.		
<b>#Exemplar/Case Studies</b> : Discuss on awards and achievements of the selected service organization .		
<b>*Mapping of Course Outcomes</b>		<b>C01,C04</b>
<b>Learning Resources</b>		
<b>Text Books</b>		
1. No textbooks are prescribed. 2. The course has to be taught using the company annual reports and other publications, Company website, social media feeds, business newspapers and business databases.		
<b>Note:</b> 1. Students should work Individually under the guidance of a faculty. 2. Students should carry out an in depth study of any Organization of their choice. 3. Organizations selected should demonstrate a variety across sectors, ownerships, size, 4. Students should submit a structured detailed report.		
<b>Additional Resources:</b>		
<a href="https://www.crisil.com/en/home/investors/financial-information.html">https://www.crisil.com/en/home/investors/financial-information.html</a> <a href="https://www.icra.in/Home/Index">https://www.icra.in/Home/Index</a> <a href="https://www.sebi.gov.in">https://www.sebi.gov.in</a> <a href="https://www.businessnewsdaily.com">https://www.businessnewsdaily.com</a>		

<b>24-VE-MBA-1-01: Human Rights and Duties</b>		
<b>Teaching Scheme:</b> Theory: 1 Hours/Week	<b>Credit:</b> 1	<b>Examination Scheme:</b> <b>TW:</b> 25 Marks
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> Human rights of vulnerable and disadvantaged groups		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>To understand the fundamental concepts of human rights and duties, including human values such as dignity, liberty, equality, and justice</li> <li>To explore the interrelationship between rights and duties and analyze their significance in individual and group contexts</li> <li>To examine various legal instruments and understand their binding nature, including covenants, declarations, treaties, and protocols in the context of human rights.</li> <li>To analyze the role of the United Nations in promoting and protecting human rights through international charters and declarations, with a special focus on the Universal Declaration of Human Rights</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CONo	CO	BL
C01	Explain the core concepts of human values and their relevance in human rights education.	2
C02	Illustrate the relationship between rights and duties and demonstrate how they apply in personal and societal contexts.	3
C03	Identify and interpret key legal instruments and their significance in enforcing human rights at national and international levels.	3
C04	Analyze and evaluate the historical development and provisions of the Universal Declaration of Human Rights and its role in protecting civil, political, economic, social, and cultural rights.	4
<b>Course Contents</b>		
Unit I	Basic Concept	3 Hours
Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals, Meaning and significance of Human Rights Education		
<b>#Exemplar/Case Studies:</b> Human Values in Action – The School Debate Incident		

<b>*Mapping of Course Outcomes</b>		<b>C01</b>
<b>Unit II</b>	<b>Perspectives of Rights and Duties</b>	<b>3 Hours</b>
Rights: Inherent-Inalienable-Universal- Individual and Groups, Nature and concept of Duties, Interrelationship of Rights and Duties		
<b>#Exemplar/Case Studies:</b> The Village Water Supply Issue		
<b>*Mapping of Course Outcomes</b>		<b>C02</b>
<b>Unit III</b>	<b>Introduction to Terminology of Various Legal Instruments</b>	<b>2 Hours</b>
Meaning of Legal Instrument- Binding Nature, Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol-Executive Orders and Statutes		
<b>#Exemplar/Case Studies:</b> Protecting Wetlands – An International Agreement		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit IV</b>	<b>United Nations And Human Rights</b>	<b>4 Hours</b>
Brief History of Human Rights- International and National Perspectives, Provision of the charters of United Nations, Universal Declaration of Human Rights- Significance-Preamble, Civil and Political Rights-(Art. 1-21), Economic, Social and Cultural Rights-(Art.22-28), Duties and Limitations-(Art. 29), Final Provision (Art. 30)		
<b>#Exemplar/Case Studies:</b> Human Rights in Disaster Relief – The Cyclone Fani Incident		
<b>*Mapping of Course Outcomes</b>		<b>C04</b>
<b>Learning Resources</b>		
<b>Text Books</b>		
T1. Leah Levin: Human Rights ( Questions and Answers) National Book Trust India, New Delhi, 1992 T2. Justice D.M. Dharmadhikari: Human Values and Human Rights: Universal Publications, New Delhi,2010		
<b>Reference Books :</b>		
R1.Daniel Fishlin & Marth Nandorfy: The concise guide to Global Human Rights; Oxford University Press; 2007		
<b>Additional Resources: (Books, e-Resources)</b> <a href="http://unipune.ac.in/pdf_files/Final%20Book_03042012.pdf">http://unipune.ac.in/pdf_files/Final%20Book_03042012.pdf</a>		
<b>MOOC Courses links :</b> • <a href="https://onlinecourses.swayam2.ac.in/cec20_hs24/preview">https://onlinecourses.swayam2.ac.in/cec20_hs24/preview</a>		

# Semester II



24-CC-MBA-1-06: Marketing Management		
<b>Teaching Scheme:</b> Theory: 03 Hours/Week	<b>Credit:</b> 03	<b>Examination Scheme:</b> <b>CIE:</b> 20 Marks <b>MSE:</b> 20 Marks <b>SEE:</b> 60 Marks
<b>Prerequisite Courses:</b> Principles of Marketing		
<b>Companion Course:</b> –NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Understand and analyze product classifications and hierarchies to develop effective product mixes.</li> <li>• Evaluate pricing strategies to maximize customer value and achieve marketing goals.</li> <li>• Design efficient distribution channels considering customer needs and market conditions.</li> <li>• Craft an integrated marketing communications plan to target specific audiences and achieve desired outcomes.</li> <li>• Assess the effectiveness of marketing plans and propose control measures for ongoing improvement.</li> <li>• Integrate ethical and sustainable practices to develop socially responsible marketing strategies.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	<b>Analyze</b> product classifications and hierarchies to develop customer-centric product offerings.	4
2	<b>Evaluate</b> pricing strategies to maximize customer value and achieve marketing objectives.	5
3	<b>Apply</b> channel management strategies to optimize product distribution and customer access.	3
4	<b>Justify</b> an integrated marketing communications (IMC) plan to achieve specific marketing objectives.	5
5	<b>Appraise</b> the marketing plans and propose control measures for continuous improvement.	5

6	<b>Assess</b> ethical marketing principles and sustainable practices to design socially responsible marketing strategies.	5
<b>Course Contents</b>		
<b>Mapping of Course Outcomes</b>		<b>C01, C06</b>
<b>Unit I</b>	<b>Product</b>	<b>8 Hours</b>
Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products, materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition Commodity vs. Brand, Product Vs Brand, Concept of Brand equity.		
<b>#Exemplar/Case Studies:</b> Identify and classify new products as per Booz Allen Hamilton Classification.		
<b>Mapping of Course Outcomes</b>		<b>C02, C05</b>
<b>Unit II</b>	<b>Pricing</b>	<b>6 Hours</b>
Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes.		
<b>#Exemplar/Case Studies:</b> Spot out various brands using different pricing methods discussed.		
<b>Mapping of Course Outcomes</b>		<b>C03, C05</b>
<b>Unit III</b>	<b>Place</b>	<b>7 Hours</b>

Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design, Decisions - Identifying and evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics.		
<b>#Exemplar/Case Studies:</b> Use suitable marketing channel levels for different categories of products.		
Mapping of Course Outcomes		C04, C05
Unit IV	Promotion	7 Hours
Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication.		
<b>#Exemplar/Case Studies:</b> Recognise various promotional tools used by different product segments.		
Mapping of Course Outcomes		C05
Unit V	Product Level Planning	6 Hours
Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit.		
<b>#Exemplar/Case Studies:</b> Design and discuss marketing plans of different types of products/ services.		
Mapping of Course Outcomes		C06
Unit VI	Sustainable Marketing: Social Responsibility and Ethics	5 Hours
Sustainable Marketing, Social Responsibilities in Marketing, Social criticisms of marketing, Pathways to sustainable marketing, Marketing ethics, Building sustainable marketing organization		
<b>#Exemplar/Case Studies:</b> Identify the real life cases on sustainable marketing and business ethics.		
Learning Resources		
Text Books:		

T1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson,  
T2. Marketing Management, Ramaswamy & Namakumari, Macmillan.  
T3. Marketing Management, Rajan Saxena, TMGH

**Reference Books:**

R1. Principles of Marketing, Philip Kotler, Gary Armstrong, Shridhar Balasubramanian, Prafulla Agnihotri, Pearson  
R2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books

**Additional Resources: (Books, e-Resources)**

B1. Marketing Management- Karunakaran, HPH.  
B2. Case Studies In Marketing: The Indian Context: R Srinivasan, PHI  
B3. Marketing Management: S.A. Sherlekar, HPH  
<https://www.marketingteacher.com/>

**MOOC Courses links :**

[https://onlinecourses.nptel.ac.in/noc22\\_mg05/preview](https://onlinecourses.nptel.ac.in/noc22_mg05/preview)

24-CC-MBA-1-07: Financial Management		
<b>Teaching Scheme:</b> Theory : 3 Hours/Week	<b>Credit:</b> 3	<b>Examination Scheme:</b> <b>CIE</b> : 20 Marks <b>MSE</b> : 20 Marks <b>SEE</b> : 60 Marks
<b>Prerequisites Courses:</b> 24-CC-MBA-1-02: Management Accounting		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>Understand the fundamental principles of Finance.</li> <li>Analyze the financial Statements.</li> <li>Analyze a firm's financial health, estimate its working capital needs, determine the optimal capital structure, and critically evaluate various project proposals.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe the basic concepts related to financial management, various techniques of financial statement analysis, working capital, capital structure, receivable management, leverage, and capital budgeting.	2
2	Explain in detail all theoretical concepts throughout the syllabus.	2
3	Perform all the required calculations through relevant numerical problems.	3
4	Analyze the situation and comment on the financial position of the firm, estimate working capital required, decide ideal capital structure, credit policy, evaluate various project proposals.	4
5	Evaluate impact of business decisions on financial statements, working capital, capital structure and capital budgeting of the firm.	5
6	Analyse financial statements using Ratio Analysis and comparative proposals using capital budgeting techniques.	4
Course Contents		
Unit I	Basic Concepts	5 Hours

Introduction to Financial Management: Concept of business finance, finance function, scope, organization, Goals & objectives of financial management, Modern Approaches of Financial Management, Functions of finance Manager,.		
<b>#Exemplar/Case Studies:</b> Discuss the roles of finance manager in any organization.		
<b>*Mapping of Course Outcomes</b>		CO1,CO2
<b>Unit II</b>	<b>Techniques of Financial Statement Analysis</b>	<b>7 Hours</b>
Introduction, Objectives of financial statement analysis, various techniques of analysis viz common size statements, comparative statements, trend analysis, ratio analysis, funds flow statement & cash flow statements.(Numerical based on calculation and interpretation of ratios)		
<b>#Exemplar/Case Studies:</b> Analyze the financial statement of any manufacturing company using ratio analysis.		
<b>*Mapping of Course Outcomes</b>		CO1,CO2,CO3,CO4,CO5,CO6
<b>Unit III</b>	<b>Working Capital Management</b>	<b>7 Hours</b>
Concept of working Capital, components of working capital, significance, types, factors affecting working capital needs, financing approaches for working capital, and methods of forecasting working capital requirements, operating Cycle.(Numerical will be based on Estimation of working capital requirement.)		
<b>#Exemplar/Case Studies:</b> Estimate working capital requirement for any manufacturing company using financial data.		
<b>*Mapping of Course Outcomes</b>		CO1,CO2,CO3,CO4,CO5
<b>Unit IV</b>	<b>Receivable Management</b>	<b>7 Hours</b>
Receivable Management: Meaning and objective of Receivable Management, Cost Consideration with investment in receivables, Credit Standards, Credit Period, Collection Policy, Credit Evaluation of Individual Accounts.(Problem will be based on Credit Policy)		
<b>#Exemplar/Case Studies:</b> Determine Credit Policy of any organization with the help of financial data.		
<b>*Mapping of Course Outcomes</b>		CO1,CO2,CO3,CO4
<b>Unit V</b>	<b>Capital Structure</b>	<b>6 Hours</b>

Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types, EBIT-EPS Approach. (Problem will be based on WACC)		
<b>#Exemplar/Case Studies:</b> Determine WACC of any organization using financial statements.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2, CO3, CO4, CO5
<b>Unit VI</b>	<b>Capital Budgeting</b>	<b>7 Hours</b>
Meaning and Definition of capital budgeting, time value of money, Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR. (Numerical will be based on ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)		
<b>#Exemplar/Case Studies:</b> Evaluating investment proposals of any manufacturing unit using ARR, Payback Period NPV, PI methods.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2, CO3, CO4, CO5, CO6
<b>Learning Resources</b>		
<b>Text Books</b>		
T1: Financial Management by Chandra Prasanna, McGraw Hill Education India Private Limited T2: Financial Management-Comprehensive Textbook With Case Studies by: Kishore Ravi M T3: Financial Management-Text and Cases by: Khan M.Y, PHI Learning Pvt Ltd		
<b>Reference Books :</b>		
R1: Financial Management-Principles and Practice by Reddy G Sudarsana, Himalaya Publishing House R2: Financial Management by Horne James C VAN, Pearson Education India		
<b>Additional Resources: (Books, e-Resources):</b> Financial Management by P. Periaswamy, McGraw-Hill Education (India) Pvt Limited		
<b>MOOC Courses links :</b>		
<ul style="list-style-type: none"> <li><a href="https://www.coursera.org/specializations/financial-management">https://www.coursera.org/specializations/financial-management</a></li> </ul>		

24-CC-MBA-1-08 : Human Resource Management		
<b>Teaching Scheme:</b> Theory: 3 Hours/Week	<b>Credit:</b> 3	<b>Examination Scheme:</b> <b>CIE :</b> 20 Marks <b>MSE :</b> 20 Marks <b>SEE :</b> 60 Marks
<b>Prerequisite Courses:</b> Organisational Behaviour & Principles of Management		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To Describe the role of Human Resource Function in an Organization</li> <li>• To Illustrate the different methods of HR Acquisition and retention.</li> <li>• To Demonstrate the use of different appraisal and training methods in an organization.</li> <li>• To Outline the compensation strategies of an organization.</li> <li>• To Interpret the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.</li> <li>• To Design the recruitment and compensation policy of the organization.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CNo	CO	BL
1	Explain the concepts of Human Resource Management with a focus on its functions and challenges in organizations.	2
2	Describe the process of Human Resource Planning by outlining job analysis, job description and job specification.	2
3	Apply the methods of recruitment selection, career planning and employee retention in business environments.	3
4	Apply the techniques of performance evaluation by using performance management and appraisal methods.	3
5	Analyze the impact of training programs on workforce development by assessing their effectiveness.	4
6	Analyze the structure of compensation policies by evaluating incentives, employee benefits and separation processes.	4

Course Contents		
<b>Unit I</b>	<b>Human Resource Management: Concept and Challenges</b>	<b>6 Hours</b>
Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM.		
<b>#Exemplar/Case Studies:</b> Analyze Strategic Human Resource Management in the Banking Sector		
<b>*Mapping of Course Outcomes</b>		C01
<b>Unit II</b>	<b>Human Resource Planning</b>	<b>7 Hours</b>
Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement.		
<b>#Exemplar/Case Studies:</b> Design job description and job specification of marketing manager of a Food and Beverage Company.		
<b>*Mapping of Course Outcomes</b>		C02
<b>Unit III</b>	<b>HR Acquisition &amp; Retention</b>	<b>7 Hours</b>
Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection- Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention.		
<b>#Exemplar/Case Studies:</b> Tata Group's Succession Planning – Analyze Tata Sons' approach to leadership transition, focusing on the shift from Ratan Tata to N. Chandrasekaran and the strategic planning involved.		
<b>*Mapping of Course Outcomes</b>		C02, C03
<b>Unit IV</b>	<b>Managing Employee Performance</b>	<b>7 Hours</b>
Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management.		
<b>#Exemplar/Case Studies:</b> Analyze performance appraisal in a small and medium enterprise.		
<b>*Mapping of Course Outcomes</b>		C04

Unit V	Training and Development	7 Hours
Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.		
<b>#Exemplar/Case Studies:</b> Discuss the employee training and development Programmes in any multinational corporations.		
<b>*Mapping of Course Outcomes</b>		C05
Unit VI	Compensation Management	6 Hours
Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry, Introduction to HR Audit.		
<b>#Exemplar/Case Studies:</b> Discuss on remuneration policy for directors, key managerial personnel and other employees in a Public Enterprise.		
<b>*Mapping of Course Outcomes</b>		C06
Learning Resources		
<b>Text Books:</b>		
<b>T1.</b> Human Resource Management, Gary Dessler Pearson Education India <b>T2.</b> Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill <b>T3.</b> Human Resource Management, Rao V.S.P., New Delhi Wiley		
<b>Reference Books:</b>		
<b>R1.</b> Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House. <b>R2.</b> Performance Appraisal and Management, Himalaya Publishing House. <b>R3.</b> Human Resource Management, Pinnington Ashly, Oxford University Press.		
<b>Additional Resources: (Books, e-Resources)</b> <a href="https://www.youtube.com/watch?v=aPEUKLxxh_k">https://www.youtube.com/watch?v=aPEUKLxxh_k</a>		
<b>MOOC Courses links :</b> <ul style="list-style-type: none"> <li>• <a href="https://ugcmoocs.inflibnet.ac.in/">https://ugcmoocs.inflibnet.ac.in/</a></li> <li>• <a href="https://nptel.ac.in/">https://nptel.ac.in/</a></li> </ul>		

24-CC-MBA-1-09: Operations and Supply Chain Management		
<b>Teaching Scheme:</b> Theory: 3 Hours/Week	<b>Credit:</b> 3	<b>Examination Scheme:</b> <b>CIE:</b> 20 Marks <b>MSE:</b> 20 Marks <b>SEE:</b> 60 Marks
<b>Prerequisites Courses:</b> – NA		
<b>Companion Course:</b> – NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To grasp the fundamental principles of Operations and Supply Chain Management (OSCM).</li> <li>• To analyze operations processes.</li> <li>• To develop skills in production and inventory planning and control.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Define basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.	1
2	Explain the process characteristics and their linkages with process product matrix in a real-world context.	2
3	Describe the various dimensions of production planning and control and their inter-linkages with forecasting.	2
4	Calculate inventory levels and order quantities and make use of various inventory classification methods.	3
5	Illustrate the linkages of a typical Supply Chain Model for a product/service with business Issues in a real-world context.	4
6	Elaborate upon different operational issues in manufacturing and services organizations.	4
Course Contents		
Unit I	Introduction to Operations	7 Hours

	<b>and Supply Chain Management</b>	
Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. <b>Quality:</b> Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain.		
<b>#Exemplar/Case Studies:</b> Examples on quality comparison for any product from manufacturer's & Customer's point of view		
<b>*Mapping of Course Outcomes</b>		<b>C01</b>
<b>Unit II</b>	<b>Operations Processes: Process Characteristics in Operations</b>	<b>7 Hours</b>
Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. <b>Process Product Matrix:</b> Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. <b>Service System Design Matrix:</b> Design of Service Systems, Service Blueprinting.		
<b>#Exemplar/Case Studies:</b> List down at least 05 products or services for each type of operation process.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02, C06</b>
<b>Unit III</b>	<b>Production Planning &amp; Control (PPC)</b>	<b>7 Hours</b>
Role and Functions of PPC <b>Demand Forecasting:</b> Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, <b>Production Planning:</b> Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. <b>Production Control:</b> Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.		
<b>#Exemplar/Case Studies:</b> List down an example for managing demand and supply for at least one product with detailed explanation.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C03</b>
<b>Unit IV</b>	<b>Inventory Planning</b>	<b>5 Hours</b>
Continuous and intermittent demand system, concept of inventory, need for inventory, types of		

inventory- seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost.		
<b>#Exemplar/Case Studies:</b> Explain all inventory related costs by considering any one product from the market.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C04</b>
<b>Unit V</b>	<b>Material analysis</b>	<b>7 Hours</b>
<b>EOQ</b> – Definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point		
<b>#Exemplar/Case Studies:</b> Examples of ABC, EOQ & EOQ with discount to be solved.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C04</b>
<b>Unit VI</b>	<b>Supply Chain Management</b>	<b>6 Hours</b>
Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. <b>Customer Service:</b> Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.		
<b>#Exemplar/Case Studies:</b> Sketch a supply chain for any product		
<b>*Mapping of Course Outcomes</b>		<b>C01, C05</b>
<b>Learning Resources</b>		
<b>Text Books</b>		
T1: Operations Management Theory & Practice, B. Mahadevan, Pearson. T2: Production and Operations Management, R B Khanna, PHI, New Delhi. T3: Production & Operations Management, S N Chary, McGraw Hill.		
<b>Reference Books:</b>		
R1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill. R2: Operations Management, William J. Stevenson, TMGH. R3: Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education. R4: Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.		

**Additional Resources: (Books, e-Resources):** - <https://library.senecapolytechnic.ca/supply/journals>,  
<https://locus.sh/resources/ebooks/>

**MOOC Courses links:**

- Operations Management - Course [https://onlinecourses.nptel.ac.in/noc24\\_me15/preview](https://onlinecourses.nptel.ac.in/noc24_me15/preview)

24-CC-MBA-1-10: Rural & Agri Business Management		
<b>Teaching Scheme:</b> Theory: 3 Hours/Week	<b>Credit:</b> 3	<b>Examination Scheme:</b> <b>CIE :</b> 20 Marks <b>MSE :</b> 20 Marks <b>SEE :</b> 60 Marks
<b>Prerequisite Courses:</b> -Principles of Marketing		
<b>Companion Course:</b> —		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Equip students with the fundamentals of managing businesses in rural and agricultural settings.</li> <li>• Develop student's skills in analyzing rural markets, evaluating strategies, and fostering innovation in this sector.</li> <li>• Foster student's ability to contribute to sustainable and socially responsible rural development.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Explain the key concepts and importance of rural & agri-business Management.	2
2	Apply problem-solving skills to address real-world issues in rural businesses	3
3	Analyze the challenges and opportunities faced by rural businesses( Agripreneur)	4
4	Analyze Sustainable Agricultural Practice and Risk in Rural Business.	4
5	Evaluate Financial management strategies for rural and agricultural products	5
6	Categorise the role of external agencies for sustainable rural business.	5
Course Contents		
Unit I	Introduction to Rural & Agri Business	6 Hours
Defining Rural Business & Agri-business, Significance in Economic Development, Challenges & Opportunities in Rural Settings.		

<b>#Exemplar/Case Studies:</b> Examples of successful rural businesses in India (consider local examples).		
<b>*Mapping of Course Outcomes</b>		<b>C01, C02</b>
<b>Unit II</b>	<b>Rural Marketing &amp; Distribution</b>	<b>6 Hours</b>
Understanding Rural Consumers, Rural Marketing Strategies d (Product, Price, Promotion, Place), Distribution Channels for Rural Products.		
<b>#Exemplar/Case Studies Activity:</b> Develop a marketing plan for a sample rural product.		
<b>*Mapping of Course Outcomes</b>		<b>C02,C04</b>
<b>Unit III</b>	<b>Agriprenurship &amp; Innovation</b>	<b>6 Hours</b>
Identifying Rural Business Opportunities, Generating Business Ideas, Feasibility Analysis, Developing Business Plans, Support Systems for Rural Entrepreneurs.		
<b>#Exemplar/Case Studies :</b> Guest Speaker: Local entrepreneur or representative from an incubation center.		
<b>*Mapping of Course Outcomes</b>		<b>C01, C03</b>
<b>Unit IV</b>	<b>Management of Rural Enterprises</b>	<b>7 Hours</b>
Farm Planning & Management, Sustainable Agricultural Practices, Pre & Post-Harvest Management Techniques, Risk Management in Rural Businesses.		
<b>#Exemplar/Case Studies :</b> Field Visit: Local farm or agri-business venture.		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit V</b>	<b>Financial management for Rural Businesses</b>	<b>7 Hours</b>
Rural Credit System & Loan Options, Alternative Financing, Financial Planning & Budgeting.		
<b>#Exemplar/Case Studies: Group Project:</b> Develop a financial plan for a sample rural business.		
<b>*Mapping of Course Outcomes</b>		<b>C04,C05</b>

Unit VI	Policy & Sustainability in Rural Business	7 Hours
Government Policies for Rural Development, Public-Private Partnerships, Corporate Social Responsibility, Sustainable Development Goals (SDGs) and Rural Business.		
<b>#Exemplar/Case Studies: Class Debate:</b> The role of technology in rural development (benefits vs. challenges).		
<b>*Mapping of Course Outcomes</b>		C05
Learning Resources		
<b>Text Books</b>		
T1. Rural Marketing & Agribusiness Management by Dr. M. R. Rao & Dr. N. V. Prasad		
<b>Reference Books :</b>		
R1.Agricultural Economics & Rural Development by C. H. Hanumantha Rao		
<b>Additional Resources: (Books, e-Resources):</b> - <a href="https://agriwelfare.gov.in/">https://agriwelfare.gov.in/</a>		
<b>MOOC Courses links :</b> <ul style="list-style-type: none"> <li>• "Introduction to Agribusiness" by Wageningen University &amp; Research (WU&amp;R) on edX (<a href="https://www.edx.org/learn/agriculture">https://www.edx.org/learn/agriculture</a>)</li> <li>• "Rural Development" by The World Bank on edX (<a href="https://www.edx.org/learn/agriculture/delft-university-of-technology-ruralization-creating-new-opportunities-in-rural-areas">https://www.edx.org/learn/agriculture/delft-university-of-technology-ruralization-creating-new-opportunities-in-rural-areas</a>)</li> </ul>		

24-GE-MBA-1-05: Enterprise Performance Management		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credits:</b> 2	<b>Examination Scheme:</b> <b>CIE:</b> 20 Marks <b>SEE:</b> 30 Marks
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Define the concept and importance of Enterprise Performance Management</li> <li>• Analyze, methodologies, and tools used for strategic planning and execution in EPM</li> <li>• Evaluate role of Performance management in measuring and monitoring organizational performance</li> <li>• Analyze financial and non-financial measures in performance evaluation of Enterprise.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Enumerate the different parameters of management control of an enterprise	2
2	Illustrate the various techniques of enterprise performance management for varied Sectors	3
3	Determine the applicability of various tools and metrics as Performance evaluation & Management tools.	2
4	Analyze the key financial & non-financial attributes to evaluate enterprise performance	4
Course Contents		
Unit I	Management Control System	6 Hours
Control System – Planning, Execution, Comparison of achievement with plans, Assessment of deviations, corrective action, Management Control System – Definition, Purpose of MCS, Informal and formal control system, Organizational structure		

<b>#Exemplar / Case Study:</b> Explain Behavioral implications of control System related to any company by taking suitable examples.		
<b>*Mapping of Course Outcomes</b>		<b>C01</b>
<b>Unit II</b>	Financial Performance measures	<b>6 Hours</b>
Concept and Need of Performance management, Management control and operational control. Financial Performance Evaluation parameters – Responsibility Accounting and Responsibility Centers – Revenue Centre, Profit Centre, Cost Centre, Investment Centre. ROI, ROA, MVA, EVA		
<b>#Exemplar / Case Study -</b> Calculate EVA of a manufacturing company using Financial Statements.		
<b>*Mapping of Course Outcomes</b>		<b>C02</b>
<b>Unit III</b>	Non-Financial Performance measures	<b>6 Hours</b>
Balance scorecard, Malcom Baldrige framework Measuring SBU Level Performance – Concept, Need, Linkage with EPM , Goal Congruence, Transfer Pricing – Objective, Concept, Methods , Applicability		
<b>#Exemplar / Case Study:</b> Determine transfer pricing of a manufacturing unit using financial statements.		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit IV</b>	Performance Evaluation Parameters for Banks & Non Profit Organization	<b>8 Hours</b>
Performance Evaluation Parameters for Banks like Customer Base, NPAs, Deposits, Financial Inclusion, Spread, Credit Appraisal, Investment Performance Evaluation Parameters for Non Profit like fund Accounting, governance, product pricing, Strategic planning & Budget preparation.		
<b>#Exemplar / Case Study:</b> Analyze NPA of a commercial bank with the help of bank's financial data.		
<b>*Mapping of Course Outcomes</b>		<b>C04</b>
<b>Learning Resources</b>		
<b>Text Books:</b>		
<b>T1.</b> Management control systems by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill. <b>T2.</b> Management control in Non profit organizations by Robert Anthony and David Young - McGraw Hill.		

**Reference Books:**

**R1.** Principles and Practice of banking by Indian Institute of banking & Finance

**R2** Financial Management by Prasanna Chandra

**Additional Resources: (Books, e-Resources)** Notes of Institute of Cost and Works Accountants of India.

**MOOC Courses links :**

- <https://ugcmoocs.inflibnet.ac.in/index.php/courses>

24-GE-MBA-1-06: Decision Science		
<b>Teaching Scheme:</b> Theory : 2 Hour/Week	<b>Credit:</b> 02	<b>Examination Scheme:</b> <b>CIE</b> : 20 Marks <b>SEE</b> : 30 Marks
<b>Prerequisites Courses:</b> Business Research Methods		
<b>Companion Course:</b> –NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Develop a foundation in quantitative decision-making techniques.</li> <li>• Apply decision-making tools to solve business problems.</li> <li>• Enhance critical thinking and analytical skills for informed decision-making.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe the concepts and models associated with Decision Science	2
2	Explain the different decision-making tools required to achieve optimization in business.	2
3	Apply appropriate decision-making approach and tools to be used in Business environment.	3
4	Analyze real-world business situations considering constraints and examine appropriate decision-making tools to solve them.	4
Course Contents		
Unit I	Introduction	5 Hours
Importance of Decision Sciences & role of quantitative techniques in decision making. <b>Assignment Models:</b> Flood's Technique/ Hungarian method <b>Transportation Models:</b> Basic initial solution using North West Corner, Least Cost & VAM.		
<b>#Exemplar/Case Studies:</b> Use of Assignment and Transportation models in business.		
<b>*Mapping of Course Outcomes</b>	<b>C01,C02</b>	

<b>Unit II</b>	<b>Decision Making tools</b>	<b>8 Hours</b>
<b>Markov Chains:</b> Applications related to management functional areas, estimation of transition probabilities. <b>Simulation Techniques:</b> Monte Carlo Simulation. <b>Game Theory:</b> 2 × 2 zero sum game, Pure & Mixed Strategy, solution of games with dominance.		
<b>#Exemplar/Case Studies:</b> Examples on use of LPP, Markow chains and simulation techniques.		
<b>*Mapping of Course Outcomes</b>		<b>C02,C03</b>
<b>Unit III</b>	<b>Probability</b>	<b>8 Hours</b>
<b>Probability:</b> Concept, Conditional Probability theorem-based decision making.). <b>Decision Theory:</b> ept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI).		
<b>#Exemplar/Case Studies:</b> Use of Probability and Decision Theory in business decision making.		
<b>*Mapping of Course Outcomes</b>		<b>C02,C03</b>
<b>Unit IV</b>	<b>Operational research problem</b>	<b>5 Hours</b>
<b>CPM &amp; PERT:</b> Concept, Drawing network, identifying critical path, concept of EST, LST, EFT, LFT. <b>Sequencing problem:</b> Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines & n jobs-m machines.		
<b>#Exemplar/Case Studies:</b> Other Decision making tool for current business scenario.		
<b>*Mapping of Course Outcomes</b>		<b>C03,C04</b>
<b>Learning Resources</b>		
<b>Text Books</b>		
<b>T1.</b> Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications <b>T2.</b> Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd.		
<b>Reference Books :</b>		
<b>R1.</b> Introduction to Operations Research by Billey E. Gillett,TMGH (latest edition) <b>R2.</b> Operations Research by R. Pannerselvam, Prentice Hall India		

**Additional Resources: (Books, e-Resources):- –NA**

**MOOC Courses links :- –NA**

24-GE-MBA-1-07: Qualitative Research Methods		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit:</b> 02	<b>Examination Scheme:</b> <b>CIE :</b> 20 Marks <b>SEE :</b> 30 Marks
<b>Prerequisites Courses:</b> Business Research Methods		
<b>Companion Course:</b> –NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To give the students an understanding of Qualitative research and linking with Quantitative research.</li> <li>• To apply qualitative research designs and sampling techniques to solve business problems.</li> <li>• Critique the strengths and weaknesses of various qualitative data collection methods (e.g., interviews, observations) for specific research questions.</li> <li>• Evaluate the quality of qualitative research using criteria like reliability, validity, and trustworthiness. And apply techniques like triangulation and data saturation to ensure research quality.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to -		
CO No	CO	BL
1	Recall the stages of scientific research and qualitative research methods.	2
2	Compare characteristics of qualitative research and quantitative research.	2
3	Relate appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts	3
4	Analyze the use of appropriate Qualitative research methods and Projective techniques in real world Business and non-business contexts.	4
Course Contents		
Unit I	Qualitative Research	6 Hours
Social Research, Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Combining Qualitative and Quantitative Methods, Triangulation.		
<b>#Exemplar/Case Studies:</b> Combining Qualitative and Quantitative Methods for real life problems.		

<b>*Mapping of Course Outcomes</b>		C01,C02
<b>Unit II</b>	<b>Qualitative Research Design</b>	<b>6 Hours</b>
Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies. Qualitative Research Sampling - Theoretical Sampling, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Principle of Saturation.		
<b>#Exemplar/Case Studies:</b> Determine suitable Sampling methods for real life Research problems .		
<b>*Mapping of Course Outcomes</b>		C02,C03
<b>Unit III</b>	<b>Qualitative Research Methods &amp; Projective Techniques</b>	<b>8 Hours</b>
Focused Interview, Semi-Standardized Interview, Problem-Centred Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. Principle of projection, association, construction, expression based techniques, Zaltman's Metaphor Elicitation Techniques.		
<b>#Exemplar/Case Studies:</b> Using Projective techniques to know the inner world. (Recruitment, Behaviour etc).		
<b>*Mapping of Course Outcomes</b>		C03,C04
<b>Unit IV</b>	<b>Quality Criteria in Qualitative Research</b>	<b>6 Hours</b>
Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Analytic Induction, The Constant Comparative Method, Process Evaluation and Quality Management.		
<b>#Exemplar/Case Studies:</b> Develop process of evaluation using criteria like Reliability and Validity.		
<b>*Mapping of Course Outcomes</b>		C04
<b>Learning Resources</b>		
<b>Text Books:</b>		
T1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, Sage T2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SageIndia		
<b>Reference Books :</b>		

**R1.** Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge

**R2.** Qualitative Journeys, Minichiello & Kottler, Sage

**Additional Resources: (Books, e-Resources)**

1. The SAGE Handbook of Qualitative Research by Norman K. Denzin & Yvonna S. Lincoln

2. Introduction to Qualitative Research Methods by Steven J. Taylor

**MOOC Courses links :**

- <https://www.coursera.org/learn/qualitative-methods?action=enroll>

24-GE-MBA-1-08: International Business Environment		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credit: 2</b>	<b>Examination Scheme:</b> <b>CIE : 20 Marks</b> <b>SEE : 30 Marks</b>
<b>Prerequisites Courses:</b> NA		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Key concepts in international business (e.g., international vs. national business, entry modes) and their relevance to Indian companies.</li> <li>• The influence of various business environment factors (political, legal, cultural) on international business decisions, focusing on India's specific trade environment.</li> <li>• The impact of Trade barriers and regulations (tariffs, non-tariffs, trade blocs, GATT, WTO) on international trade, considering their implications for Indian businesses.</li> <li>• The role of India's foreign trade policy and institutional frameworks in facilitating international trade for Indian companies.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Compare and Contrast different modes of entry into foreign markets.	4
2	Demonstrate an understanding of trade barriers (tariff and non-tariff) and trade blocs, analyze the evolution of international trade agreements from GATT to WTO	3
3	Analyze how multinational corporations navigate cultural, legal, and economic challenges in international markets.	4
4	Comprehend India's Foreign Trade Policy, including export-import policies and the institutional framework governing international trade.	2
Course Contents		
Unit I	Understanding International Business Environments	6 Hours

Introduction to International Business, Difference between international and national business, Approaches in International Business, theories of International Business, types of business environment Political, Legal, and Cultural, an overview of macro and microenvironment.		
<b>#Exemplar/Case Studies</b> – Analyze how the U.S.-based fast-food giant like Mcdonald's has adapted to Cultural Preferences (Cultural Environment)		
<b>*Mapping of Course Outcomes</b>		<b>C01,C04</b>
<b>Unit II</b>	<b>Exploring International Business</b>	<b>7 Hours</b>
Modes of entry into foreign markets – Direct exports, Indirect exports, Licensing, Franchising, Turnkey Projects, Strategic Alliance, Contract Manufacturing, Mergers, and Acquisitions.		
<b>#Exemplar/Case Studies</b> – Analyze the reasons behind the acquisition of Jaguar Land Rover by TATA and how, thereafter, TATAs were able to sustain themselves on foreign soil.		
<b>*Mapping of Course Outcomes</b>		<b>C02,C06</b>
<b>Unit III</b>	<b>Navigating Trade Barriers and Economic Integration</b>	<b>7 Hours</b>
Trade barriers Tariff and Non-tariff barriers, trade blocs, forms of economic integration, GATT and the related rounds, and the emergence of WTO, functions of WTO.		
<b>#Exemplar/Case Studies</b> – Analyze the reasons behind the rise of Trade Tensions between the US and China since 2018.		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit IV</b>	<b>India's Foreign Trade Policy</b>	<b>6 Hours</b>
India's Foreign Trade Policy, export-import policy, and Institutional Framework for International Trade in India, as well as various bodies formed by the government of India.		
<b>#Exemplar/Case Studies</b> The Rise of Indian Pharmaceutical Exports – A Case Analysis of Ranbaxy India.		
<b>*Mapping of Course Outcomes</b>		<b>C02,C05</b>
<b>Learning Resources</b>		
<b>Text Books :</b>		
<b>T1.</b> International Business, Aswathappa, Tata Mc Graw Hill Publications, New Delhi. <b>T2.</b> International Business, Dr. P.Subba Rao, Himalaya Publishing House <b>T3.</b> International Business Environment & Management, V. K. Bhalla & S. Shiva Ramu, Anmol Publication Pvt. Ltd, New Delhi.		
<b>Reference Books :</b>		

- R1.** International Business Environment, Black And Sundaram, Prentice Hall Of India, New Delhi
- R2.** Business Environment, Francis Cherunilam, Himalaya Publishing House, Mumbai
- R3.** Business Environment For Strategic Management, K. Aswathappa, Himalaya Publishing House

**Additional Resources: (Books, e-Resources)**

<https://bookboon.com/en/international-business-in-emerging-economies-ebook>

24-SB-MBA-1-02: Business Communication- II		
<b>Teaching Scheme:</b> Theory: 2 Hours/Week	<b>Credits: 2</b>	<b>Examination Scheme:</b> CIE : 50 Marks
<b>Prerequisites Courses:</b> 24-SB-M BA-1-01 Business Communication I		
<b>Companion Course:</b> N/A		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Develop advanced proficiency in both written and oral communication techniques essential for effective business communication.</li> <li>• Enhance leadership communication skills to effectively inspire teams, manage change, and communicate organizational values.</li> <li>• Master strategic communication planning, brand management, and stakeholder engagement strategies to achieve organizational goals.</li> <li>• Understand and apply ethical principles, professional etiquette, and compliance standards in various business communication contexts.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Recall the key concept of crafting complex business documents.	2
2	Understand the advanced presentation techniques for persuasive communication.	2
3	Apply the leadership communication abilities for inspiring and guiding teams.	3
4	Analyze the strategic communication plans aligned with organizational objectives.	4
Course Contents		



<b>Unit I</b>	<b>Advanced Written and Oral Communication</b>	<b>8 Hours</b>
Advanced Business Writing Techniques, Advanced Report Writing, Strategic Proposal Writing, Mastering Public Speaking Skills, Advanced Presentation Techniques, Confidence Building, Debating Skills in Business Contexts.		
<b>#Exemplar/Case Studies:</b> Draft a report on the poor performance of State Transport buses in Maharashtra.		
<b>*Mapping of Course Outcomes</b>		CO1, CO2
<b>Unit II</b>	<b>Leadership Communication</b>	<b>6 Hours</b>
Communication in Leadership Roles, Setting Goals and Inspiring Teams, Motivational Communication Techniques, Leading Difficult Conversations, Team Building through Communication.		
<b>#Exemplar/Case Studies:</b> Analyze the various reasons behind the sacking of Mr. Cyrus Mistry from TATA Chairman board.		
<b>*Mapping of Course Outcomes</b>		CO3, CO4
<b>Unit III</b>	<b>Strategic Communication</b>	<b>6 Hours</b>
Brand Communication Strategies, Crisis Communication Planning and Management, Internal Communication Strategies, External Communication Strategies, Stakeholder Communication Strategies		
<b>#Exemplar/Case Studies:</b> Describe various CSR activities that various Indian and MultiNational companies do.		
<b>*Mapping of Course Outcomes</b>		CO4, CO5
<b>Unit IV</b>	<b>Business Communication Ethics, Etiquette</b>	<b>6 Hours</b>
Ethical Issues in Business Communication, Corporate Communication Ethics, Professional Etiquette in Business Settings, Cultural Sensitivity and Diversity in Communication		
<b>#Exemplar/Case Studies:</b> Analyze various initiatives that are undertaken by Indian software companies.		
<b>*Mapping of Course Outcomes</b>		CO5
<b>Learning Resources</b>		

**Text Books :**

- T1.Ethics in Business Communication by Thomas K. Nakayama and Judith N. Martin  
T2. Strategic Business Communication: An Integrated Approach by Matthew W. Seeger, Kim A. Smith, and Timothy L. Sellnow  
T3: "Business and Professional Communication: KEYS for Workplace Excellence" by Kelly M. Quintanilla and Shawn T. Wahl

**Reference Books :**

- R1."Leadership Communication" by Deborah Barrett  
R2. "Strategic Communication for Sustainable Organizations: Theory and Practice" by Sarah M. Cardey and Jessica M. Tindira

**MOOC Courses links :**

<https://www.coursera.org/search?query=business%20english%20communication%20skills>

24-EL-MBA-1-02 : Industry Analysis and Desk Research		
<b>Teaching Scheme:</b> Theory : 2 Hours/Week	<b>Credit:</b> 2	<b>Examination Scheme:</b> <b>CIE</b> : 50 Marks
<b>Prerequisites Courses:</b> – 24-EL-MBA-1-01 Enterprise Analysis and Desk Research		
<b>Companion Course:</b> N/A		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To develop skills in collecting, organizing, and managing industry data from diverse sources of organizational databases.</li> <li>• To Understand the ethical principles and considerations involved in conducting industry analysis, confidentiality &amp; intellectual property rights.</li> <li>• To Understand how to gather, organize, and analyze data relevant to specific industries.</li> <li>• To Learn the fundamentals of industry analysis and its significance in business strategy.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CO No	CO	BL
1	Describe the key characteristics of the players in an industry.	2
2	Summarize the management ethos and philosophy of the players in the industry.	2
3	Demonstrate an understanding of the regulatory forces acting on the industry.	3
4	Compare and contrast, using tables and charts, the market and financial performance of the players in an industry.	4
Course Contents		
Unit I	Industry Analysis – the Basics	7 Hours
Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Professional Trade bodies of the Industry, Online presence of the players in Industry.		
<b>#Exemplar/Case Studies :</b> Discuss on Market shares of top 5 & bottom 5 players of selected Industry.		

<b>*Mapping of Course Outcomes</b>		<b>CO1,CO4</b>
<b>Unit II</b>	<b>Promoters &amp; Management Ethos</b>	<b>7 Hours</b>
Background of promoter groups of top 5 and bottom 5 players in the industry, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives.		
<b>#Exemplar/Case Studies</b> : Present on Brief profiles of CMDs, CEOs, and top management personnel in selected Manufacturing organizations.		
<b>*Mapping of Course Outcomes</b>		<b>CO2</b>
<b>Unit III</b>	<b>External Environment</b>	<b>6 Hours</b>
Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level. Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry.		
<b>#Exemplar/Case Studies</b> : Discuss on CSR initiatives by selected indian companies.		
<b>*Mapping of Course Outcomes</b>		<b>CO3</b>
<b>Unit IV</b>	<b>Financials &amp; Recent Developments</b>	<b>6 Hours</b>
Profitability, Revenues, top 5 & bottom 5 players over the last 5 years and Sick players and their turnaround strategies. Key Alliances in the past 5 years and their performance, Mergers & Acquisitions, Technological developments		
<b>#Exemplar/Case Studies</b> : Analyze financial trends, alliances in various industries.		
<b>*Mapping of Course Outcomes</b>		<b>CO4</b>
<b>Learning Resources</b>		
<b>Text Books</b>		
1. No Text books are prescribed. 2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business databases .		
<b>Note</b>		

1. Students should work in groups of 3 to 5 each under the guidance of a Course Teacher.
2. Students should carry out an in depth study of any TWO industries of their choice.
3. Industries selected should be distinct from each other Groups.
4. Students should submit a structured detailed report.

#### **Additional Resources**

<https://www.ibef.org/industry>

<https://www.researchandmarkets.com>

<https://www.techcrunch.com>

<https://www.statista.com>

<b>24-VE-MBA-1-02: Human rights of vulnerable and disadvantaged groups</b>		
<b>Teaching Scheme:</b> Theory: 1 Hours/Week	<b>Credit:</b> 1	<b>Examination Scheme:</b> <b>TW:</b> 25 Marks
<b>Prerequisites Courses:</b> Introduction to Human Rights and Duties		
<b>Companion Course:</b> NA		
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To understand the concept of vulnerability and the challenges faced by disadvantaged groups.</li> <li>• To explain the social status and human rights of women and children from national and international perspectives.</li> <li>• To analyze the conditions of socially and economically disadvantaged groups and their rights.</li> <li>• To evaluate the human rights issues of vulnerable groups and explore measures for their protection.</li> </ul>		
<b>Course Outcomes:</b> After completion of the course, learners should be able to		
CONo	CO	BL
1	Explain the meaning and challenges of vulnerable and disadvantaged groups.	2
2	Describe the human rights standards for women and children at national and international levels.	2
3	Articulate how poverty and social status affect human rights.	3
4	Relate the laws and policies that protect vulnerable groups	3
<b>Course Contents</b>		
Unit I	General Introduction	2 Hours
Meaning and Concept of Vulnerable and Disadvantaged, Groups, Customary, Socio-Economic and Cultural Problems of, Vulnerable and Disadvantaged Groups		
<b>#Exemplar/Case Studies :</b> Education for Children in Rural India		
<b>*Mapping of Course Outcomes</b>		<b>CO1</b>
Unit II	Social status of women and children in International and national perspective	3 Hours
Human Rights and Women's Rights –International and National Standards, Human Rights of Children-International and National Standards		
<b>#Exemplar/Case Studies :</b> Child Marriage in Rural India		

<b>*Mapping of Course Outcomes</b>		<b>C02</b>
<b>Unit III</b>	<b>Status of Social and Economically Disadvantaged people</b>	<b>4 Hours</b>
Status of Indigenous People and the Role of the UN, Status of SC/ST and Other Indigenous People in the Indian Scenario , Human Rights of Aged and Disabled, The Minorities and Human Rights		
<b>#Exemplar/Case Studies :</b> Rights of Indigenous Tribal People in Jharkhand		
<b>*Mapping of Course Outcomes</b>		<b>C03</b>
<b>Unit IV</b>	<b>Human rights of vulnerable groups</b>	<b>3 Hours</b>
Stateless Persons, Sex Workers, Migrant Workers, HIV/AIDS Victims		
<b>#Exemplar/Case Studies:</b> Rights of Vulnerable Groups in India - Migrant Workers, Sex Workers, and HIV/AIDS Victims		
<b>*Mapping of Course Outcomes</b>		<b>C04</b>
<b>Learning Resources</b>		
<b>Text Books</b>		
<b>T1.</b> Prof. Y.S.R. Murthy , “HUMAN RIGHTS HANDBOOK” by Lexis Nexis Butterworth in October, 2007 <b>T2.</b> Prof. Dr. T.S.N. Sastry, “INDIA AND HUMAN RIGHTS REFLECTIONS” by Concept Publishing Company, New Delhi, 2005		
<b>Reference Books :</b>		
<b>R1.</b> Surinder Khanna, “DALIT WOMEN AND HUMAN RIGHTS” by Swastik Publications Delhi, ISBN: 93-80138-36-7, 2011		
<b>Additional Resources: (Books, e-Resources)</b>		
<a href="http://unipune.ac.in/university_files/1Human%20Rights%20of%20Vulnerable%20&amp;%20Disadvantaged%20Groups_211212.pdf">http://unipune.ac.in/university_files/1Human%20Rights%20of%20Vulnerable%20&amp;%20Disadvantaged%20Groups_211212.pdf</a>		
<b>MOOC Courses links :</b>		
<ul style="list-style-type: none"> <li><a href="https://onlinecourses.swayam2.ac.in/cec21_lw07/preview">https://onlinecourses.swayam2.ac.in/cec21_lw07/preview</a></li> </ul>		