Estd. 1962
"A++" Accredited by NAAC (2021)
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR - 416004, MAHARASHTRA
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शिवाजी विद्यापीठ, कोल्हापूर -४१६००४,महाराष्ट्र
दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दुरध्वनी ०२३१—२६०९०९४

Ref./SU/BOS/Com & Mgt./ 526 **Date : 04/09/2025**

To,

The Principal
All Affiliated (Commerce & Management) Colleges/ Institutions,
Shivaji University, Kolhapur

The Director,
MBA Unit, Department of Commerce and Management,
Shivaji University, Kolhapur

Subject :Regarding syllabi of MBA Part-I (CBCS) (Sem.I & II) degree programme under the Faculty of Commerce & Management as per National Education Policy, 2020

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi of **MBA Part-I (Sem. I & II)** (CBCS) under the Faculty of Commerce & Management as per National Education Policy, 2020

This syllabi shall be implemented from the academic **year 2025-2026** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October/November 2025 & March/ April, 2026. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

(Dr. S. M. Kubal)
Dy. Registrar

Encl: As above

for Information and necessary action

Copy to:

1	I/C Dean, Faculty of Commerce & Management	6	Appointment Section A & B
2	Director, Board of Examinations and Evaluation	7	I.T.Cell /Computer Centre
3	Chairman, Respective Board of Studies	8	Eligibility Section
4	OE 1 Section	9	Affiliation Section (T.1) (T.2)
5	Internal Quality Assurance Cell (IQAC Cell)	10	P.G. Seminar Section

SHIVAJI UNIVERSITY, KOLHAPUR

Estd. 1962

NAAC "A++" Grade with CGPA 3.52

FACULTY OF COMMERCE AND MANAGEMENT

Syllabus for

MASTER OF BUSINESS ADMINISTRATION

(MBA)

PART-I (SEMESTER-I and II)

In accordance with National Education Policy

with effect from Academic Year 2025-26

SHIVAJI UNIVERSITY, KOLHAPUR

Master of Business Administration (MBA)

Under the Faculty of Commerce and Management

Program to be implemented from 2025-26

A. Ordinance and Regulations: - (as applicable to degree/ programme)

B. Shivaji University, Kolhapur, New/Revised Syllabus for Master of Business Administration Part I and II

1. Title: Master of Business Administration

2. Faculty of Commerce and Management

3. Year of Implementation: - 2025-26

1. Introduction:

The Master of Business Administration (MBA) program is designed to equip Students with the knowledge, skills and competencies required to excel in the dynamic and ever-changing business landscape. In line with National Education Policy (NEP) 2020, this program emphasizes multidisciplinary learning, critical thinking and practical application.

Present syllabus is designed to promote active learning through inclusion of practical, case studies, group projects, and presentation. The learning objectives of this program are designed to address the framework advocated through Bloom's Taxonomy. The program will be implemented and evaluated with the help of well- defined course outcomes mapped with program outcomes. The attainment of course objectives will be mapped through performance in formative and summative evaluation system.

2. General Objectives of the Program:

The MBA program aims to:

1. Develop business leaders with a strong foundation in management principles, practices, and ethics
2. Foster critical thinking, creativity, innovation in solving complex business problems
3. Equip students with industry-relevant skills, including data analysis, digital marketing and leadership
4. Prepare students for successful careers in various sectors, including corporate, entrepreneurship and social impact.

3. Program Outcomes:

PO 1:	**Management Knowledge: A**cquire the knowledge and skills of management and the ability to apply its principles and practices to solve any complex business problem.
PO 2:	**Problem Analysis:** Identify, formulate, and analyze complex management issues and reach substantial solutions using management principles.
PO 3:	**Development of solution:** Design solutions by applying modern tools and techniques of management sciences to enhance organizational efficiency.
PO 4:	**Behavioural skills:** Develop verbal and non-verbal communication skills, leadership traits, and teamwork spirit to add- value in the business arena
PO 5:	**Entrepreneurial perspective:** develop an insight into innovation and entrepreneurial qualities to apply and translate into start-ups or intrapreneurial ventures
PO 6:	**Ethics:** Understand the importance of ethical values and apply professional management principles for the holistic development of the environment and society
PO 7:	**Global perspective:** Analyze, evaluate, and apply global business practices in an indigenous business environment.
PO 8:	**Lifelong learning:** Realize the need for and develop an ability to engage in independent and lifelong learning in the context of managing dynamic societal and global issues.

4. Schedule of Teaching and Examination: This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from1st August to15th November (for 14weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition, there will be internal examinations for each paper conducted by the respective Institute.

5. Eligibility criteria for Admission: - In order to secure admission to first year of two-year full time MBA program, the candidate should fulfill the following eligibility criteria:

• Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years' duration in any discipline recognized by the UGC.

• Candidate should appear for the Common Entrance Test (MH-CET), conducted by the competent Authority of Maharashtra State for the MBA Admission.

6. Intake of the Program: As per AICTE approval.

7. **Duration**: Two- Year Full Time

8. **Pattern**: 60:40

9. **Fee Structure:** As per Fee Regulating Authority, Govt. of Maharashtra/ University

10. **Medium of Instruction**: English

11. **Teacher Qualification:** As per AICTE norms prescribed time to time.

12. Staffing Pattern:

Staffing pattern is as per the AICTE norms. Refer AICTE approval process handbook.

Faculty Student ratio (1:20)

Note: In case of the average admission during last 3 years is less than or equal to 50% of the average sanction intake, the requirement of faculty members shall be reduced by 25% on account of the number of batches of students going to laboratory/ project work/ seminars/workshops etc.

(AICTE Approval Process Handbook 2024-25 to 2026-2027, Page no. 96)

Note:

1. If college/Institute wants to provide additional electives then additional faculty in respective area should be appointed for each additional elective before commencement of academic year, on the basis of recommended Cadre ratio of AICTE i.e. 1:2:6 or better. The university approval of appointment of such additional faculty should be taken.
2. The local enquiry committee has to examine the number of electives offered by the institute and the availability of approved teaching staff with respect to electives offered.
3. For fulfilling the workload as per norms of a faculty; concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

13. Workload of SWAYAM/MOOCS Course:

The institute should appoint a Course Facilitator for each SWAYAM course selected.

The responsibilities of the SWAYAM Course Facilitator are as follows:

1. **Student Motivation and Enrollment**

   The facilitator should actively motivate and encourage students to register for the chosen SWAYAM course.

2. **Monitoring Progress**

   Regularly - Monitor students' progress throughout the course, including tracking assignment submissions, quiz participation, and engagement levels.

3. **Support and Mentorship**

   Act as a mentor and provide academic support to students, addressing their doubts, facilitating discussions, and guiding them through difficult topic.

4. **Evaluation and Certification Assistance**

   Assist students in understanding the evaluation process and help with procedures related to end-term exams and certification.

Institute should consider SWAYAM course facilitator's work as their regular workload.

Note:

Students can select **ANY TWO ELECTIVES** in the second year of MBA. Both the electives carry **EQUAL MARKS** weightage.

After the successful completion of MBA Programme students will get a passing certificate mentioning both the electives selected.

14. Syllabus Structure -

MBA Part-I Semester-I

Paper No.	Course Code	**Subjects**	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
1	CC101	Fundamentals of Management	**4**	**4**	**40**	**60**	**100**
2	CC102	Management Accounting	**4**	**4**	**40**	**60**	**100**
3	CC103	Managerial Economics	**4**	**4**	**40**	**60**	**100**
4	CC104	Legal and Business Environment	**4**	**4**	**40**	**60**	**100**
5	CC105	Recent trends in Information Technology for Business	**4**	**4**	**40**	**60**	**100**
6	CC106	Organizational Behaviour	**4**	**4**	**40**	**60**	**100**
7	CC107	Indian Knowledge System	**4**	**4**	**40**	**60**	**100**
8	SEC101	Optional–A*(Internal)	**2**	**2**	**50**	**--**	**50**
		Total	**30**	**30**	**330**	**420**	**750**

MBA Part-I Semester-II

Paper No.	Course Code	**Subjects**	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Mark
9	CC201	Marketing Management	**4**	**4**	**40**	**60**	**100**
10	CC202	Financial Management	**4**	**4**	**40**	**60**	**100**
11	CC203	Human Resource Management	**4**	**4**	**40**	**60**	**100**
12	CC204	Operations Management	**4**	**4**	**40**	**60**	**100**
13	CC205	AI for Business	**4**	**4**	**40**	**60**	**100**
14	CC206	Business Statistics	**4**	**4**	**40**	**60**	**100**
15	CC207	Research Methodology	**4**	**4**	**40**	**60**	**100**
16	SEC201	Optional–B* (Internal) / SWAYAM Course	**2**	**2**	**50**	**--**	**50**
		Total	**30**	**30**	**330**	**420**	**750**

MBA Part-II Semester-III

Paper No.	Course Code	**Subjects**	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
17	CC301	Strategic Management	**4**	**4**	**40**	**60**	**100**
18	CC302	Business Analytics	**4**	**4**	**40**	**60**	**100**
19	OJT301	On the Job Training/Field Project/Research Project	**4**	**4**	**50**	**50**	**100**
20	DSE301	Elective I-Paper-I	**4**	**4**	**40**	**60**	**100**
21	DSE302	Elective-I-Paper-II	**4**	**4**	**40**	**60**	**100**
22	DSE303	Elective-II-Paper-I	**4**	**4**	**40**	**60**	**100**
23	DSE304	Elective-II-Paper-II	**4**	**4**	**40**	**60**	**100**
24	SEC301	Optional–C* (Internal) / SWAYAM Course	**2**	**2**	**50**	**--**	**50**
		Total	**30**	**30**	**340**	**410**	**750**

MBA Part-II Semester-IV

Paper No.	Course Code	**Subjects**	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
25	CC401	Entrepreneurship and Startups	**4**	**4**	**40**	**60**	**100**
26	CC402	International Business	**4**	**4**	**40**	**60**	**100**
27	CC403	Quality Management System	**4**	**4**	**40**	**60**	**100**
28	DSE401	Elective I-Paper-III	**4**	**4**	**40**	**60**	**100**
29	DSE402	Elective- I-Paper-IV	**4**	**4**	**40**	**60**	**100**
30	DSE403	Elective II-Paper-III	**4**	**4**	**40**	**60**	**100**
31	DSE404	Elective- II -Paper-IV	**4**	**4**	**40**	**60**	**100**
32	SEC401	Optional–D* (Internal) / SWAYAM Course	**2**	**2**	**50**	**--**	**50**
		Total	**30**	**30**	**330**	**420**	**750**

32 Heads, Total Marks –3000 120 credits program.

One theory lecture duration is 60 minutes.

Credit Distribution Structure with Multiple Entry and Exit Options

Level	Semester	Major		RM	OJT	IKS	Cumulative Credit/ Sem	Degree/ Cumulative Credit
		Mandatory	Elective					
	I	24	2	-	-	4	30	PG Diploma
6.0	II	24	2	4	-	-	30	
	Cum. Cr MBA-I	48	4	4	-	4	60	
6.5	III	8	18	-	4	-	30	PG Degree
	IV	12	18	-	-	-	30	
	Cum. Cr. MBA-II	20	36	-	4	-	60	
	Cum. Cr. MBA (2 Years)	68	40	4	4	4	120	

15. Credit system implementation: As per the University Norms Credit Grade Points:

SR.	Marks Obtained out of 100	Numerical Grade (Grade Point)	CGPA	Letter Grade
1	Absent	0(Zero)	------	-----
2	0-49	0(Zero)	0.0- 4.99	F(Fail)
3	50-55	5	5.00-5.49	C
4	56-60	6	5.50-6.49	B
5	61-70	7	6.50-7.49	B+
6	71-80	8	7.50-8.49	A
7	81-90	9	8.50-9.49	A+
8	91-100	10	9.50-10.00	O (Outstanding)

1. Marks obtained > = 0.5 shall be rounded off to next higher digit.
2. The SGPA and CGPA shall be rounded off to 2decimal points.

16. Equivalence in Accordance with Titles and contents of papers w.e.f. Academic year 2025-2026

Sr. No.	Existing subject	Equivalent subject
	MBA. Part-I Semester-I	**MBA. Part-I Semester-I**
1	Indian Ethos & Management Concepts	Fundamentals of Management
2	Management Accounting	Management Accounting
3	Managerial Economics	Managerial Economics
4	Information Technology for Management	Recent trends in Information Technology for Business
5	Legal and Business Environment	Legal and Business Environment
6	Organizational Behaviour	Organizational Behaviour
7	----------	Indian Knowledge System
8	Optional–A*(Internal)	**OPTIONAL A***(Internal)

Sr. No.	Existing subject	Equivalent subject
	MBA. Part-I Semester-II	**MBA. Part-I Semester-II**
1	Marketing Management	Marketing Management
2	Financial Management	Financial Management
3	Human Resource Management	Human Resource Management
4	Operations Management	Operations Management
5	Management Information System	AI for Business
6	Research Methodology	Research Methodology
7	Managerial Skills for Effectiveness	----------
		Business Statistics
		SWAYAM COURSE OR **OPTIONAL B***(Internal)
	MBA. PART-II SEMESTER-III	
1	Strategic and Change Management	Strategic Management
2	Business Intelligence and Analytics	Business Analytics
3	Project Report and Viva-Voce	On the Job Training/ Field Project/ Research Project
	ELECTIVE – I MARKETING MANAGEMENT	
	Paper - I Buying Behaviour and Brand Management	----------
	Paper – II Advertising and Sales Management	Paper 1 – Advertising and Sales Management
	----------	Paper II- Service and Retail Marketing
	ELECTIVE -II HUMAN RESOURCEMANAGEMENT	
	Paper – I Compensation Management	----------
	Paper - II Human Resource Development	----------
	----------	Paper – I Strategic Talent Management
	----------	Paper - II Managing Human Capital
	ELECTIVE III- FINANCIAL MANAGEMENT	
	Paper- I Indian Financial System	Paper- I Indian Financial System
	Paper- II Corporate Restructuring And Liquidity Management	----------
	----------	Paper- II Financial Decision Analysis
	ELECTIVE IV PRODUCTION MANAGEMENT	
	Paper-I Operations Management Strategies	Paper-I Operations Management Strategies
	Paper-II Materials and Inventory Management	Paper-II Materials and Inventory Management
	ELECTIVE -V IT & SYSTEM MANAGEMENT	
	Paper - I IT Strategy and Governance	Paper – I IT Governance for Business Value
	Paper - II Information System Security And Audit	Paper – II IT Security and System Audit
	ELECTIVE-VI AGRICULTURAL BUSINESS MANAGEMENT	
	Paper –I Agribusiness Management And Practices	Paper –I Agribusiness Management
	Paper –II Agri-Business Finance	Paper –II Agribusiness Finance

	ELECTIVE-VII TEXTILE MANAGEMENT	
	Paper -I Textile Manufacturing	----------
	Paper-II –Indian Textile Industry	----------
	ELECTIVE VIII- HOSPITALITY MANAGEMENT	
	Paper-I Fundamentals of Hospitality Management	----------
	Paper-II Hotel Management	----------
	ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT PAPER- I PROJECT PLANNING AND IMPLEMENTATION	
	Paper- I Project Planning and Implementation	----------
	Paper- II Institutional Support and Venture Funding	----------
	ELECTIVE – X- INTERNATIONAL BUSINESS	
	Paper- I Principles of International Business	----------
	Paper- II Export and Import Policy	----------
	ELECTIVE -XI BUSINESS ANALYTICS	
	Paper – I Business Data Management	----------
	Paper- II Business Analytics in Management	----------
	----------	Paper- I Fundamentals of Data Analytics and Data Management
	----------	Paper- II Tools and Techniques for Business Functions Data Analytics
	ELECTIVE -XII I DIGITAL MARKETING	
	Paper I Digital Marketing and Strategy	----------
	Paper II Website Development	----------
	ELECTIVE –XIII SUPPLY CHAIN MANAGEMENT	
	Paper I Supply Chain Concept And Planning	----------
	Paper II Supply Chain Strategy	----------
		SWAYAM COURSE OR **OPTIONAL C***(Internal)
	MBA PART-II SEMESTER-IV	
1	Innovation and Entrepreneurship	Entrepreneurship and Startups
2	Startups and New Venture	----------
3	----------	International Business
4	----------	Quality Management System
	ELECTIVE - I MARKETING MANAGEMENT	
	Paper-III Service Marketing and Retail Marketing	----------
	Paper—IV Contemporary Issues in Marketing	----------
	----------	Paper III Digital Marketing
	----------	Paper IV– Rural and International Marketing

	ELECTIVE -II HUMAN RESOURCEMANAGEMENT	
	Paper -III Strategic Human Resource Management and International Perspective	----------
	----------	Paper -III Compensation and Reward Management
	Paper - IV Industrial Relations and Labour Laws	Paper -IV Employee Relations and Digital HR
	ELECTIVE III- FINANCIAL MANAGEMENT	
	Paper-III Investment Management	Paper-III Security analysis and Portfolio Management
	Paper-IV International Finance	Paper-IV International Finance
	ELECTIVE IV PRODUCTION MANAGEMENT	
	Paper-III Global Operations and Logistics	Paper-III Global Operations and Logistics Management
	Paper- IV World Class Manufacturing	Paper- IV World Class Manufacturing
	ELECTIVE -V IT and SYSTEM MANAGEMENT	
	Paper III Business Process Reengineering and ERP	Paper III ERP and Business Process Reengineering
	Paper IV Knowledge Management	----------
	----------	Paper IV Emerging Technologies for Business
	ELECTIVE-VI AGRICULTURAL BUSINESS MANAGEMENT	
	Paper –III Agro –Processing Industries	----------
	Paper –IV International Trade in Agriculture	Paper –IV International Trade in Agriculture
	----------	Paper –III Agricultural Marketing Management
	ELECTIVE-VII TEXTILE MANAGEMENT	
	Paper-III Apparel Retail Management	----------
	Paper – IV Fashion Management	----------
	ELECTIVE VIII- HOSPITALITY MANAGEMENT	
	Paper - III Tourism Management	----------
	Paper – IV Event Management	----------
	ELECTIVE – IX- ENTREPRENEURSHIP DEVELOPMENT	
	Paper -III Family Business Management	----------
	Paper- IV Economic Development And Entrepreneurship	----------
	ELECTIVE – X- INTERNATIONAL BUSINESS	
	Paper-III Issues In International Business	----------
	Paper- IV Cross Cultural Management	----------
	ELECTIVE -XI BUSINESS ANALYTICS	
	Paper- III Business Analytics Using R	----------
	Paper- IV Cloud Computing and Virtualization	----------

	----------	Paper- IV Predictive and Prescriptive Business Data Analytics
	----------	Paper III Advanced Data Analytics and Visualization
	ELECTIVE -XII DIGITAL MARKETING	
	Paper III Search Engine Optimization and Online Campaign management	----------
	Paper IV Social Media Marketing	----------
	ELECTIVE –XIII SUPPLY CHAIN MANAGEMENT	
	Paper III Retail Supply Chain Management	----------
	Paper IV Supply Chain Analytics	----------
		SWAYAM COURSE OR **OPTIONAL D***(Internal)

	Optional A*(Internal)
I	Chh. Shivaji Maharaj: The Management Guru
II	Corporate Social Responsibility and Sustainability
III	Business Communication
IV	Taxation
	Optional B*(Internal)
V	Swayam Course
VI	Negotiation Skills
VII	Business Models
VIII	Computer Applications for Business
IX	E-Business
	Optional C*(Internal)
X	Swayam Course
XI	Decision Science
XII	Creativity and Innovation
XIII	Organizational Development
XIV	Sports Management
	Optional D*(Internal)
XV	Swayam Course
XVI	Labour Laws
XVII	Behavioural Finance
XVIII	Econometrics
XIX	ERP/ SAP

17. **SWAYAM COURSES**:

I. Students can earn academic credit through the Swayam portal by completing online courses and transferring those credits to the university courses:

II. Any courses offered on Swayam portal of two credits are considered to be optional to two credit courses offered in the said syllabus under the heading, Optional B, Optional C and Optional D.

III. The candidate has to intimate university through institute head regarding admission to Swayam courses in the said academic year only.

IV. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.

V. The courses notified by the Board of Studies in Management from time to time, offered on Swayam platform of four credits are considered to be optional to two credit internal courses given in the said syllabus.

VI. The rules and regulations regarding Swayam courses extended by university authority from time to time are to be applicable.

18. Project Report:

Every student should go for in-plant training after the Semester- II examination. In -Plant training duration is of 2 Months (60 Days). The detailed description to undergo the project report is given in syllabus.

Project Guidelines for Lateral Entry Students – 60 days training based project shall be completed during the semester. This shall be in addition to the regular teaching – learning element. Attendance/ participation for the same shall be arranged on holidays. Final project shall be submitted at the end of the semester.

19. Scheme of Evaluation:

A) Formative Evaluation

Academic performance of the student will be evaluated through formative evaluation using following parameters:

Internal Evaluation	Marks	
	4 credit	2 credit
1) Seminar/ Group Discussion/ Presentation/ Role Play	10	5
2) Case Study/ Problem solving/ Poster Presentation/ Book Review/Research Paper review	10	5
3) Practical/ Assignments given in syllabus (2.5 Marks to each practical assignment)	10	5
4) Mid-Term Test – Open Book Examination	10	5
Total	**40**	**20**

Note:

1.Book review only from reference books only published by reputed publishers. The book review of popular books related to business management domain is also accepted.

2.M**id-term test should be an OPEN BOOK examination of 60 marks for 2 hours.** After

conducting midterm test, conversion of total marks to be done in 10 marks and to be uploaded at Mid Term Test tab at university examination portal for each subject.

3.Instructions for MID TERM OPEN BOOK examination**.**

a) The examination should be of 60 marks and of two hours for every course.

b) Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve.

c) Students are allowed to refer the books which are mentioned in the reference section of syllabus only of respective course. No other text material or book other than mentioned in reference section is allowed.

d) Use of internet is strictly prohibited.

e) Use of any other resources apart from books mentioned in the reference section is strictly not allowed.

f) Open book examination is expected to foster reference taking, reasoning, thinking, decision making, problem solving, creativity and innovation. Applications of concepts in to problem solving, develop models, develop solutions, critical thinking, evaluate the situation, compute and interpret, plan for decisions and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which will be subject to verification by the university authority.

B) Summative evaluation:

Summative examination will be conducted by the university at the end of each semester.

20. Nature of Question paper and Scheme of marking proposed from academic year 2025-26

Question Paper Pattern for Semester End University Examination

Subject:

Class: MBA part I/II **Semester: I/II/III/IV**

Day/Date: **Time: 2 Hours**

Total Marks: 60

Instructions: ***All the questions are compulsory***

Figures to the right indicates marks

Que.No.1. Case Study **15 Marks**

(Suggestive verbs to be used Appraise, Conclude, compare, justify, design, analyse, examine, prepare, plan, estimate, devise, evaluate, organize etc.)

Que.No.2. Decision Making Question/ Practical Application Question. **(Solve any THREE out of FIVE)** **15 Marks**

(*Suggestive verbs to be used: Apply, Complete, Construct, Illustrate, use, schedule, sketch, diagram, differentiate, inspect, question, experiment etc.)*

A)

B)

C)

D)

E)

Que.No.3. Descriptive Questions (Solve any TWO out of FOUR) **20 Marks**

(*Suggestive verbs to be used: Compare, Describe, Discuss, Explain, Express, Identify, Tell)*

A)

B)

C)

D)

Que. No.4.Short answer Questions (Solve any FIVE out of SEVEN) **10 Marks**

(*Suggestive* verbs to be used Name, List, Recall, state, tell, underline, repeat, relate, record etc.)

A)

B)

C)

D)

E)

F)

G)

21. Standard of Passing:

a. There shall be a separate head of passing in University examination and Internal evaluation. However, ATKT rules shall be made applicable in respect of University Examination only.

b. The student shall require to obtain minimum of 40% of the total marks in each head of examination (40% internal evaluation and 40% University examination) and aggregate of 50% in each course.

c. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or the candidate who have earned 50% of total credits of Semester-I and Semester-II combine will be allowed to keep the term (ATKT).

d. Once student is passed the university examination and failed in the internal evaluation then student has to fill the exam form again and appear for internal evaluation only.

Such student need not have to appear for the university examination again.

e. For Project report and Viva Voce students has to secure 50% marks separately in internal as well as external viva voce.

f. The students who have completed first semester are allowed to continue for second

Semester and students who have completed Third Semester are allowed to continue for IV Semester.

g. Students have to complete MBA program within 2+4 years from the date of admission.

22. Scaling Down Scheme:

The marks obtained by the student for the internal assessment SHALL BE SCALED DOWN, to the required extent, if percentage of the marks of internal assessment exceeds the percentage of marks scored in the Semester University Examination by 25% for the respective course. Concept of scaling down shall be applicable only for the marks obtained by the Students at all the individual courses.

1. Marks obtained by the Student at the Internal Assessment and Semester End Examinations should be converted to the percentage marks course wise.
2. Concept of scaling shall be applicable only in cases where the marks obtained by the Student in the Internal Assessment and Semester End Assessment Examinations differ by more than 25% in the course concerned i.e. percentage marks of the Student atacourseintheInternalAssessmentis25%morethanthepercentageofmark Scored by the Student concerned in the Semester End Examination in the course concerned.

- Student at the course concerned in the Internal Assessment should be scaled down to 25% plus the percentage score of the Student at the Semester End Examination.
- The concept of scaling shall be applicable only in course/s where the Student has passed the course. In case if a Student fails in one or more courses at an attempt then the concept of scaling shall be applied to the courses that the Student has passed at the attempt concerned and for the remaining courses where the Student has failed, the concept of scaling will be applicable as and when the Student passes the course or earns the credit for the course.
- The scaled marks can thus be used to calculate the Credits, Grades, Credit points earned by the Student can then be used to calculate the SGPA and CGPA.
- Concept of scaling shall not be applicable where the percentage of the marks scored by the Student at the Semester End Examination is more than the percentage marks scored by the Student in the Internal Assessment at the course concerned. One of the reasons for the Student scoring low marks at the Internal Assessment could be nonappearance for one of the components of the Internal Assessment.

EXAMPLE OF SCALING DOWN

Particulars	Total marks	Subjects							
		ABC	**DEF**	**GHI**	**JKL**	**MNO**	**PQR**	**STU**	**VWX**
		Obtained Marks							
Internal assessment	**40**	28	39	38	37	40	36	37	35
Term end exam	**60**	33	27	24	51	25	32	45	36
Percentage									
Internal assessment		70%	98%	95%	93%	100%	90%	93%	88%
Term end exam		55%	45%	40%	85%	42%	53%	75%	60%
Difference		15%	53%	55%	8%	58%	37%	18%	28%
Scaling down		0	28%	30%	0%	33%	0%	0%	0%
Revised Internal marks		**28***	**28**	**26**	**37***	**27**	**36***	**37***	**35***

***In these cases the percentage difference in the marks of Internal Assessment and Semester End Examination is less than 25% hence the original marks are retained.**

23. Lateral Entry Students

MBA Lateral Entry is a specialized admission pathway designed for candidates with relevant qualifications as per AICTE norms, allowing them to join the program directly in the second year. This option is typically available to individuals who have completed BE/B Tech or BBA / BMS (4 Years), reducing the duration from two years to one.

The curriculum will remain similar to a regular MBA, covering advanced business strategies, leadership, finance, marketing, and operations management.

Candidates entering through lateral entry will have to complete a bridge course of 1 week (for 2 Hours every day) i.e. of 14 Hours before the end of semester III.

- **Bridge Course structure (for Lateral Entry Students)**

A bridge course for lateral entry MBA students is designed to help students who are admitted directly to the second year of an MBA program (also known as lateral entry) to catch up on the foundational knowledge from the first year. These courses will bridge the gap between the prior education and the MBA curriculum, focusing on fundamental concepts in business and management

- **Content of Bridge Courses:**

1. **Management Principles:** Core concepts and theories related to various management functions.
2. **Business Economics:** Basic economic principles and their application in business contexts.
3. **Financial Accounting:** Fundamentals of financial statements and analysis.
4. **Marketing Management:** Basic marketing concepts and strategies.
5. **Research Methodology:** Research design and tools of data analysis
6. **Communication Skills:** Essential communication skills for effective business interaction.

- **Implementation of Bridge courses**

i. **Intensive Short Courses:** They are to be conducted before the commencement of the regular MBA classes and to be completed before university exams of semester III

ii. **Online or Offline:** They can be delivered through online platforms or in-person sessions.

iii. **Internal Assessment:** Bridge courses assessments to evaluate the students' understanding of the covered material should be conducted at Institute level.

24. Duration:

The revised guidelines and rules shall be implemented gradually as mentioned below and the duration of the programme has been mentioned below:

Level	Programme	Class
Level 6.0	M.B.A. Part - I	Postgraduate Diploma in Business Administration (1 Year or two semesters)
Level 6.5	M.B.A. Part - II	Master of Business Administration (Two years or four semesters)

If a student wishes to exit after completion of Level 6.0, he/she has to complete internship/ OJT. Other provisions for multiple entry and exit as per the university's rules and regulations are applicable).

25. Additional Electives:

Additional Electives may be offered to the student successfully completed the MBA program of Shivaji University, Kolhapur only. The single additional elective or dual additional electives may be offered. Student has to appear only for offered elective papers and be exempted from the compulsory papers to take the instructions for examination. Student has to attend regular classes to take instructions of additional offered elective by taking formal admission to the institute paying prescribed tuition fees.

Institute has to comply the formal eligibility process of the University. Attendance of student has to be observed as per university norms. Student has to submit the assignments and appear for midterm test as per university norms to secure internal credits and has to appear for university examination. The mark sheet of examination is to be offered by the university.

26. Class Improvement Provision:

i. A candidate who has passed in all the courses of a Level / Programme may be permitted to improve the result by reappearing for any number of theory course/s of that Level / Programme before exit in MEME system or after completion of degree.

ii. The reappearance may be permitted during the period of N+2 years, where N refers to the duration of the programme, without restricting it to the subsequent examination only.

iii. The student may be permitted to apply for improvement 60 days in advance of the semester examination whenever held.

iv. If a candidate passes in all the subjects in reappearance, higher of the two aggregate marks

secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the earlier result.

v. The candidate shall be eligible to get improved MBA degree after submitting previous MBA degree.

vi. A candidate who has appeared the examination for improvement is eligible for class/CGPA only.

vii. The performance of improvement will not be considered for ranking/ prize /merit / scholarship of the university.

viii. Internal assessment (IA) marks shall be shown separately. A candidate who wants to improve the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the IA marks already obtained.

ix. A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. He/she may be permitted to appear for the said examination again at four subsequent sessions of examination.

27. Other Features:

Teacher's Training Program (MBA)

The faculty dealing with MBA program is from either of following,

1. Fresh MBA graduates from recognized management institute and continuing teaching to MBA program.

2. Senior faculty having some industrial background (presently not concerned with industry since last five years)

3. Senior faculty without any industrial exposure (faculty started their academic career and continuing till time.)

4. Person from industry joined academics after a break in carrier owing to personal issues.

5. Person from industry worked at senior level joined academics.

In aforementioned scenario only the last scenario has relatively good knowledge of contemporary industry otherwise rest first three categories presently do not have any industrial relevance. Scenario first and third creates worried picture.

Why the students of MBA do not imbibe with required skills which hinders employability, amongst many; one reason is their mentors lagging in skills. Why mentors lagging in skills, amongst many; one reason is they do not have industrial exposure.

The worried part of management education is; the person without business exposure teaches as to how to manage business. Teachers' training is an effort to bridge this gap.

Every faculty dealing with MBA in Shivaji University, Kolhapur jurisdiction is appointed to teach for a specific functional area of management though it is general management, marketing

management, financial management, human resource management, production management and the like.

Faculty irrespective of experience and educational qualification expected to undergo the teachers' training program of 10 days duration. Once in every two years the training has to be taken in respective field of functional area of management in an industry especially the unit where educational institution has signed a MoU. The unit where the training is to be imparted must be a medium scale unit (medium scale unit defined by Ministry of Industry, Government of India). The report appending certificate from the unit is to be submitted to the Director of the institute and the said would be forwarded to the university with due attestations of Director of the Institute.

Institute has to extent the duty leave for teacher's training and help teacher to find an organization to undergo training.

How teacher's training would help:

1. Helps to find the gaps between what one teaches and what industry expects.

2. Hands on experience in the field – it would help to relate theoretical concepts to observed phenomenon.

3. ASK – helps to build attitude, skills and enhances knowledge since theory fuses with practice.

4. Case study – faculty gets an opportunity to conduct a case study research and expected to publish a case study of the concern unit. (With prior permission of authorities of unit).

5. Wisdom – it would help to transform knowledge easily to the students.

6. Update with recent trends in respective functional area of management.

28. Library and Laboratory equipment: As per AICTE norms prescribed time to time.

DETAILED SYLLABUS
MBA PART I SEMESTER I

Paper	Course Code	Subjects	Credits	Teaching Scheme		Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
				Lectures	Practical				
1	CC101	Fundamentals of Management	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
2	CC102	Management Accounting	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
3	CC103	Managerial Economics	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
4	CC104	Legal and Business Environment	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
5	CC105	Recent trends in Information Technology for Business	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
6	CC106	Organizational Behaviour	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
7	CC107	Indian Knowledge System	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
8	SEC108	Optional–A (Any One) (Internal) I. Chh. Shivaji Maharaj: The Management Guru II. Corporate Social Responsibility and Sustainability III. Business Communication IV. Taxation	2	20 Hrs	10 Hrs	**2**	**50**	**---**	**50**
		Total	**30**			**30**	**330**	**420**	**750**

Course Title	**FUNDAMENTALS OF MANAGEMENT**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC101		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Objectives

1. To understand the basic management concepts and managerial skills
2. To familiar with the different functional areas of management
3 To Learn the functions and principles of management
4 To Familiarize with the applications of principles of management
5 To aware to the recent trends in management

Course Outcomes : On successful completion of the course the learner will be able to		Bloom Taxonomy level
1.	**Understand** the management concept, skill and other management practices	L 2
2.	**Apply** various management theories to organizational situations	L 3
3.	**Analyze** the organizational situation	L 5
4	**Evaluating** best management practices globally in the light of business ethics and CSR	L 6

Unit	Contents	Hours	Course outcomes
1	**Introduction to management**: Definition and meaning, scope of management, levels of management – role of manager, Managerial skills, Functional areas of management, Approaches of management – classical approach-contribution of F.W.Taylor, Henry Fayol, Max Weber, Neoclassical Approach-Human Relations approach, Modern approach- Contingency approach, quantitative approach, System approach, Management by objective (MBO)	10	C1,C2
Practical	B) Practical: Visit local organization and study different functional area, different levels of management and respective role of manager and submit a report	5	
2	**Planning and Organizing: - Planning**: meaning of planning, nature and importance of planning, steps in planning process, types of plan, limitations of planning **Organizing:** Meaning of organizing, Process of organizing, Principles of organizing, Organization structure, Types of organization structure, Concept of authority, responsibility and accountability, Delegation	10	C2,C4
Practical	Visit a local organization and study its organization structure along with duties and responsibilities.	5	

3	**Staffing, directing and controlling:** **Staffing** – Concept, need, Process of staffing- Human Resource Planning, job analysis, recruitment, selection process **Directing:** Concept, need, Principles of directing, Span of Management, determinants of span of management, **Controlling:** Meaning of controlling, importance of controlling, need for effective controlling, steps in control process, types of control, techniques of controlling	10	C3
Practical	Visit a local organization and study control process and techniques of controlling	5	
4	a) **Business ethics:** **Business ethics:** Meaning of ethics and business ethics, Moral and values, need, importance of business ethics, factors influencing on business ethics b) **Corporate Governance and CSR: M**eaning of Corporate Governance, Purpose of good corporate governance, Factors influencing on CG, Ethical issues in corporate governance, c) **Corporate social responsibility:** Concept of CSR, Key factors and benefits of CSR		C4
Practical	1. Present a seminar on corporate Governance in India 2. Prepare a report on CSR activities of Corporate in India		

Referencebooks:

1. Management theory and Practices (text and cases)—Prof. P. Subba Rao-Himalaya publishing house
2. The Practice of Management—Peter F. Drucker--- Elsevier Butterworth Heinemann
3. FundamentalsofManagement(EssentialconceptsandApplications)—StephenP. Robbins—Pearson
4. Principles of Management, Ganguly/ Bhadury, Cengage Publication.
5. Principles and Practice of Management-- L.M. Prasad—Sultan Chand& Sons Essentials of Management, an international Perspective --- Harold Koonz, Heinz Weihrich—Tata McGraw hill Education Private limited
6. Management Today Principles and Practice—Gene Burton, Manab Thakur, Tata McGraw hill Education Private limited
7. Business and Society: Ethics, Sustainability, and Stakeholder Management with MindTap, Carroll/ Brown/ Buchholtz, Cengage Publication.
8. Business Ethics: Ethical Decision Making and Cases, Ferrell/ Fraedrich/ Ferrell, Cengage Publication.
9. Business Ethics, Kumar/ Rai, Cengage Publication.
10. Management: A Global and Entrepreneurial Perspective, Heinz Weihrich, Mark Cannice; Harold Koontz, Tata McGraw Hill Education
11. Principles of Management—T. Ramaswamy-- Himalaya publishing house
12. Business Ethics and Corporate Governance: Dr.S S Khanka; S Chand and Company Pvt. Ltd.
13. Business Ethics- C.S.V. Murty, Himalaya publishing house
14. Corporate Governance Values and Ethics, Dr. Neeru Vasishta, Dr. Namita Rajput
15. Case studies in management: An Indian Perspective-Dr. Pranav Sarswat, Himalaya publishing house
16. Business Cases on Real - World Scenarios, Seetharaman/ Maddulety/ Virmani, Cengage Publication.

Useful links

1. https://www.coursera.org/learn/fundamentals-of-managementhttps://economictimes.indiatimes.com/topic/business-management
2. https://renessans-edu.uz/files/books/2024-01-05-06-02-05_fe8bd49743191d87adf37b6db68130ac.pdfhttps://www.lingayasvidyapeeth.edu.in/sanmax/wp-content/uploads/2024/01/Case-Studt-for-management-supervisiory-training.pdfhttps://gibs.edu.in/blog/emerging-trends-and-developments-in-business-management/https://hbr.org/topic/subject/business-management
3. http://www.seejph.com/index.php/seejph/article/view/2963https://www.pmapstest.com/blog/ratan-tatas-leadership-style
4. https://www.linkedin.com/pulse/famous-business-gurus-india-get-best-business-coach-mwcuc

Additional reading

1. International Journal of business science and applied Management
2. Indian Journal of Corporate Governance

CO-PO Mapping

	Programme Outcomes(PO)							
	1	2	3	4	5	6	7	8
CO1	3	3	1	1	1	1	3	1
CO2	3	3	1	2	1	2	2	1
CO3	3	3	2	2	1	2	2	2
CO4	3	2	2	1	1	3	3	2
Average	3	2.2	2	1.2	1	1.6	2	1.2

Course Title	**MANAGEMENT ACCOUNTING**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC102		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Objectives

1. To understand the role of accounting in the business decision-making process.
2. To enable students to use accounting information in planning, control, and decision-making.
3. To prepare financial statements (Income Statement, Balance Sheet) in accordance with accounting principles.

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1.	**Remember** the basic concepts and conventions of accounting, elements of cost and equations of BEP and CVP analysis	L 1
2.	**Understand t**he significance of three branches of accounting in an organization	L 2
3.	**Apply** knowledge of management accounting tools in decision making statements	L3

4	**Evaluate** the performance of the organization with the help of financial statement and cost-sheet		L 5
Unit	Contents	Hours	Course outcomes
1	**Financial Accounting :** Need for Accounting, Internal and external users of accounting information, Accounting concepts and conventions, Accounting cycle and System: Nature of accounting transactions	(10 Hours)	C1,C2
Practical	Enlist internal and external users of accounting information. Visit any business organization to identify how accounting information is used at different levels of management. ii) Develop specimen vouchers	(5 Hours)	
2	**Company Final Account:** Meaning to Public Limited Company (PLC), Types of shares, Issues of shares, Schedule III of companies Act 2013, General Instructions for preparation of financial statements, Preparation of Profit and Loss statement- Part II and Balance Sheet – Part I as per Schedule (III)	(10 Hours)	C2,C4
Practical	Download Profit and Loss Account and Balance-sheet of any two listed companies using NSE/BSE/Screener or any open source. Compare financial performance using basic performance indicators in Excel	(5 Hours)	
3	**Cost Accounting:** Meaning, objectives, scope, importance and advantages Difference between financial and cost accounting. Cost unit and cost centre; Elements of cost:- Material, Labour and overheads; Preparation of cost sheet	(10 Hours)	C1,C4
Practical	Visit any manufacturing unit to identify elements of cost and prepare cost sheet to understand classification of costs	(5 Hours)	
4	**Management Accounting:** Concept, meaning, Definition, Features, Functions, CVP Analysis - Contribution, PV Ratio, BEP, Margin of Safety, Angle of incidence. Decision making based on CVP analysis – Make or Buy decision- shutdown – dropping the plant – sale or process	(10 Hours)	C1,C2, C3
Practical	Visit any business enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for a product/s. also learn how financial decisions are taken with the help of Breakeven analysis and CVP analysis.	(5 Hours)	

Reference books:

1. Advanced Accountancy- Arulnandan and Raman
2. Financial accounting for Management- N Ramchandran, Ramkumar Kakani 5^{e}
3. Management and Cost Accounting, Drury, Cengage Publication.
4. Managerial Accounting: The Cornerstone of Business Decision Making, Mowen/ Hansen/ Heitger, Cengage Publication.
5. Financial and Managerial Accounting, Warren/ Jones/ Tayler, Cengage Publication.
6. Business Accounting and Financial Management- Subhash Chandra Das
7. Financial Accounting for Managers-Sanjay Dhamija 2^{e}

8. Advanced Accountancy - Shukla M.C. and Grewal T.S.
9. Cost Accounting - Jawahar Lal
10. Advanced Cost Accounting - Jain S.C. and Narang K.L.
11. Cost and Management Accounting - M.E. Thukaram Rao
12. Management Accounting- I. M. Pandey
13. Principles and Practice of Management Accounting - Manmohan Goel
14. Financial and Management Accounting: J.C. Varsney

Useful links

1. https://www.screener.in
2. https://www.bseindia.com
3. https://www.nseindia.com

Additional reading

1. Asia- Pacific Management Accounting Journal
2. Applied Finance
3. Indian Journal of finance
4. International Journal of Accounting and Finance

CO-PO Mapping

	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	-	-	-	-	-	-	1
CO2	3	2	2	-	-	-	-	1
CO3	3	2	2	-	-	-	-	1
CO4	3	3	3	-	2	-	-	
Average	**3**	**2.33**	**2.33**	**-**	**2**	**-**	**-**	**1**

Course Title	**MANAGERIAL ECONOMICS**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC103		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1.	**Understand**-fundamental concepts of Managerial Economics	L 2
2.	**Apply**-demand, supply, cost, and utility concepts in decision making	L 3
3.	**Evaluate**-market structures, pricing, and cost strategies	L 5

4	**Create-**solutions using economic theories in business policy contexts		L 6
Unit	Contents	Hours	Course outcomes
1	• Introduction to Managerial Economics, Meaning, features and Scope of Managerial Economics. • Demand-types and Determinants of Demand – Law of Demand –Elasticity of Demand –Price, Income and Cross elasticity of demand – Concept and methods of demand forecasting. • Supply Schedule- individual and market supply, determinants of supply, law of supply, Elasticity of supply.	13	C1,C2
Practical	**Survey**: Collect price and quantity data of a common product and prepare demand forecasting schedule.	5	
2	**Producer and Consumer Behavior** • Theory of Production-Factors of Production, Production Function, Law of Variable Proportions, Returns to Scale, Producers' Equilibrium. • Theory of Cost- Short Run and Long Run Average, Marginal and Total Cost Curves. • Cardinal Utility Approach-Law of Diminishing Marginal Utility, Law of Equi- Marginal Utility, Indifference Curves, Budget Lines and Consumer Equilibrium.	10	C2,C4
Practical	Numerical problems on production, costs and revenue. Decision making problems. Drafting costs curves under different markets and economic circumstances.	5	
3	• Market Structure and Pricing Practices • Classification of Market Structure – Price and Output determination under Monopolistic competition – Characteristics of Oligopoly –Kinked Demand curve – Price Leadership - Pricing Practices: Cost • Plus Pricing-Multi Product Pricing - Dumping	10	C3
Practical	Price out determination curve, Discuss industries and prepare report on Monopolistic and Oligopoly market. NPTEL Course: Managerial Economics by Prof. Trupti Mishra (IIT Bombay)	5	
4	• Concept and phases of Business cycle: Hicks theory – Schumpeter's theory • Monetary and Fiscal Policies, Business cycle and business policies	7	C4
Practical	Study the important points of presented budget and understand the impact on business	5	
Reference books:			

1. Mehta, P. L. (2016). *Managerial economics: Analysis, problems and cases* (8th ed.). Sultan Chand & Sons.
2. Mithani, D. M. (2019). *Managerial economics: Theory and applications* (Revised ed.). Himalaya Publishing House.
3. Froeb, McCann, Shor Ward, Managerial Economics, Cengage Publication.
4. Hirschey, Managerial Economics, Cengage Publication.
5. Nicholson Snyder, Microeconomic Theory: Basic Principles and Extensions, Cengage Publication.
6. McEachern, W. A., Kaur, S. (2022). *Economics: A contemporary introduction – Indian adaptation* (12th ed., Indian ed.). Cengage Learning India.
7. Ahuja, H. L. (2020). *Modern microeconomics: Theory and applications* (21st ed.). S. Chand Publishing.
8. Dwivedi, D. N. (2018). *Managerial economics* (8th ed.). Vikas Publishing House.
9. Mishra, S. K., Puri, V. K. (2023). *Indian economy* (41st ed.). Himalaya Publishing House.
10. Datt, R., Sundharam, K. P. M. (2023). *Indian economy* (75th ed.). S. Chand & Company Ltd.

Useful links:

1. RBI and Economic Survey of India
2. https://www.rbi.org.in,
3. https://www.indiabudget.gov.in/economicsurvey/
4. NPTEL course:Managerial Economics by Prof. Trupti Mishrra (IIT Bombay)
5. India Stat (Basic version)- https://www.indiastat.com
6. Production and Cost –NPTEL –IIT Madras (Prof.Arshad)

Additional reading:

1. The Rise of the Indian Economy by Pulapre Balakrishnan
2. India's Long Road: The Search for Prosperity by Vijay Joshi
3. The Undercover Economist by Tim Harford

CO-PO Mapping

	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	2	2	0	1	0	2	1
CO2	3	3	3	0	1	0	2	1
CO3	3	2	3	0	1	0	2	1
CO4	3	3	3	0	1	0	2	1
Average	3	2	2.2	0	1	0	2	1

Course Title	**LEGAL AND BUSINESS ENVIRONMENT**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC104		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1.	CO1: Understand Core Commercial & Corporate Laws.		L 2
2.	CO2: Apply Legal Principles to Emerging Challenges.		L 3
3.	CO3: Evaluate India's Macro Business Environment.		L 5
4	CO4: Create Strategies to Navigate Global & Political Influences on Business.		L 6
Unit	Contents	Hours	Course outcomes
1	**The Law of Contracts and Sale of Goods** **Importance** of legal knowledge to managerial personnel and entrepreneurs. **Indian Contract Act, 1872:** ▪ General rules relating toformulation of contract ▪ Performance and discharge of contract. ▪ Breach of contract and remedies for breach of contract. ▪ Special Contracts (brief mention): Meaning, Parties involved and essentials of contract of Bailment, agency, indemnity and guarantee. **Sale of Goods Act, 1930:** General principles, Implied conditions and warranties, transfer of ownership. **E- Contracts & E-Signatures:**meaning, types, benefits of E-contracts, Foundational Principles from the Indian Contract Act, 1872. Digital signature: meaning and Certifying Authorities.	10	C1,C2
Practicals	1. Drafting general agreement/Agreementas an Agency/Bailment/ Guarantee/Franchise Agreement / Lease/Rent Agreement/ Employment Contract (as per interest of student) OR 2. Caselets on formation, breach, remedies for breach of contract, minor's agreement, breach of condition or warranty etc.	05	
2	**Corporate Law & Intellectual Property Rights** **Formation, Features & Core Concepts of Company** ▪ The Company: Meaning, Types & Features ▪ Company Formation & Constitutional Documentsie MOA and AOA. ▪ Winding up of Company. **Intellectual Property Rights (IPRs):** ▪ Overview of Copy right, Trademark, Patents. ▪ Importance of IPRs for business innovation and competitiveness. ▪ Registration of IPRs (basic process). ▪ Remedies for Infringement of IPRs. **Simplified Compliance for Start-ups:** Government initiatives for ease of doing business.	10	C1,C2

Practicals	**1:** A case study analysis on Intellectual Property Infringement and company Act 2013. 2.Explore the Ministry of Corporate Affairs (MCA) website to understand the basic steps/requirements for company incorporation. 3.IPR Search Exercise: Conduct a basic search for a trademark or patent on the relevant Indian government portals to understand the process.	05	
3	**Macro Business Environment & Economic Landscape** **Introduction to Business Environment:** Definition, characteristics, Components,Significance of business environment, Stages of Environment analysis. **Economic Environment:**Meaning, New Economic policy 1991, its features(Liberalisation-Privatisation-Globalisation), Impact of Economic policy changes on business and industry. **Socio-Cultural Environment:**Meaning, Impact of Socio-cultural Environment on business, Social responsibility of business. **Technological Environment:** Meaning, features, Impact of technology. **Natural Environment:** meaning, Impact of natural environment, Introduction to Air pollution, Water pollution, soil pollution, Global warming, **Digital Public Infrastructure (DPI) & India Stack:** Impact of UPI, Aadhaaron India's economic landscape and digital inclusion.		C3
Practicals	1. Analyse a business case where understanding the socio-cultural or economic environment was crucial for a company's success or failure. OR 2. Analysing the Impact of Digital Public Infrastructure (DPI)Eg UPI, Aadhaar on kirana stores, street vendors, restaurants in Local area.	05	
4	**Globaland Political Business Environment** **Globalization of Business:** Meaning, features, stages, essential conditions for globalization, Globalisation of Indian Business Why do companies go Global? Challenges for local businesses. **Environment for MNCs:** Meaning, merits & demerits of MNCs, Indian MNCs **Foreign Trade and Investment:**Foreign Trade Policy, Promotional measures, Export Promotion, Introduction to Export Processing Zones-Special Economic Zones-Export Houses. **Political and Legal Environment:**Meaning, Responsibilities of government to Business, Responsibilities of Business to Government.	**10**	C4

Practicals	1.Students pick an Indian government program meant to help businesses. Find clear benefit it offers companies and also one basic duty businesses have towards the government. Students should write a report on data collected along with their findings. OR 2.Choose a global company. Find reasons why it operates in other countries and challengesit faces there. Write a report on these findingsto understand global business basics.	05	

Reference Books:

1. Kapoor, N.D. Elements of Mercantile Law. Sultan Chand & Sons.
2. Bulchandani K.R. Business Law for Management. Himalaya Publishing House.
3. Kumar, Legal Aspects of Business, Cengage Publication.
4. Paleri, Business Environment, Cengage Publication.
5. Paleri, Corporate Social Responsibility: Concept, Cases and Trends, Cengage Publication.
6. Pathak, Legal Aspects of Business, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Ahuja, V.K. Law Relating to Intellectual Property Rights. LexisNexis.
8. Dr.Gopalakrishnan, N.S. &Agitha, T.G. Principles of Intellectual Property. Eastern Book Company.
9. Mittal D.P. Law of Consumer Protection with E-Commerce. Commercial Law Publication
10. Maheshwari & Maheshwari, Mercantile Law. Himalaya Publishing House. Mumbai.
11. Francis Cherunilam, Business Environment. Himalaya Publishing House.

Useful links for detailed updated knowledge:

1. https://economictimes.indiatimes.com/
2. https://www.business-standard.com/
3. https://www.livemint.com/
4. https://www.mca.gov.in/
5. https://www.indiacode.nic.in/
6. https://ipindia.gov.in/
7. https://www.cci.gov.in/
8. https://consumeraffairs.nic.in/
9. https://www.livelaw.in/
10. https://www.barandbench.com/
11. https://www.cyberlaws.net/
12. https://www.mckinsey.com/insights
13. https://www.deloitte.com/in/en/pages/insights.html
14. https://www.pwc.in/insights.html
15. https://go.forrester.com
16. https://www.dlapiperdataprotection.com/?t=law&c=IN
17. https://pocketlaw.com/content-hub/electronic-contracts

Additional reading:

Government Websites: NITI Aayog, Ministry of Finance, Reserve Bank of India (RBI), Ministry of Corporate Affairs (MCA)..

CO-PO Mapping								
	Programme Outcomes (PO)							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
CO1	1	0	0	0	0	1	0	0
CO2	0	1	1	0	0	1	0	0
CO3	3	3	2	0	0	2	3	0
CO4	0	3	3	0	0	2	2	3
Average	2.0	2.33	2.0	0	0	1.5	2.5	3

IT and Systems Management

Programme Specific Outcomes for Specialisation:

PSOs 1:	Ability to use theoretical knowledge and practical skills of IT for management
PSOs 2:	Ability to analyze problems, identify relevant computing requirements and effective solutions for business
PSOs 3:	Ability to gain IT knowledge to solve complex problems in business management.

Course Title	**Recent Trends in Information Technology for Business**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC105		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Objectives

1. To make student learn the recent trends in Information Technology for Business.
To provide the student with expertise in the theoretical and technological aspects of Information Technology.
To educates the student in recent trends in IT for solving business problems and making managerial decisions.
To make students apply IT to improve the quality and productivity of business firms

Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1.	Recognize different components of Information Technology.		L 1
2	Understand E-commerce models used in a business.		L 2
3	Analyze impact of E-banking on the business.		L4
4	Design a database for different data models.		L 6
Unit	Contents	Hours	Course outcomes
1	**Introduction to Information Technology** Definition, Components of IT: Hardware, Software, People, Process, Communication. Communication media, Computer Network and Types (LAN,WAN & MAN), LAN Topology, Overview of Internet, Intranet, Extranet, Need of website for organization, Applications of Internet for Management:	10	C1,
Practical	Visit any organization and study their IT infrastructure along with different applications used by organization.	5	

2	**E-Commerce** Introduction to E-Commerce: Defining Commerce; Benefits of E-Commerce; Components of E-Commerce; Types of E-Commerce; Pre-requisites of E-Commerce; Scope of E-Commerce; Mobile Commerce: Overview of M-Commerce Ad vantages of M commerce, M Commerce application Q-commerce: Introduction, need and significance, advantages and challenges	10	C1, C2
Practical	Use and Compare different features of E-Commerce and M-Commerce applications of any popular organization (Amazon, Flipkart, Myntra etc.)	5	
3	**Financial Technologies** Introduction to Financial Technology and its need, Electronic Banking: Introduction, Traditional Banking v/s E-Banking; Core Banking Solution (CBS), Features and subsystems of CBS; Advantages of E-Banking; Delivery channels, Limitations of E-Banking; Electronic Payment Systems: Prepaid and Postpaid Payment Systems (RTGS/NEFT/BHIM/E-cash),; National Payments Corporation of India; Services of NPCI. Ethical and Security issues in Electronic Payment Systems	10	C1, C3
Practical	Study of and use of delivery channels	5	
4	**Database Management System** Definition, Need, Features, Components, Component Architecture of database system, Data dictionary; Database schema, Data models- Relational Model, Network Model, Hierarchical Model; Normalization; Data Warehousing: Concept, Definition, Architecture of Data warehouse. Data Mining: Definition, Introduction to Data Mining Tools, KDD process	10	C1, C4
Practical	Design of Normalized Database for any business applications	5	

Reference books:

1. Introduction to Information Technology Turban, Rainer and Potter John Wiley & Sons, Inc.2005
2. Introduction to Database System by Date, Eighth Edition, Pearson Education
3. E-Commerce Fundamentals and Applications - Henry Chan, Raymond Lee, Tharam Dillon,Elizabeth Chang, John Wiley & Sons, Inc. 2001
4. E-Commerce (concepts - Models – Strategies), C. S. V. Murthy, Himalaya Publishing House,2002
5. Computer Fundamentals. B. Ram, New Age Publications, 2003

Data Mining Techniques, Arun K. Pujari, Universities Press, 2001

Useful links

1. ePGPathshala: Engineering and technology Subject: Computer SciencePaper Name: P-12 Web technologyURL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7
2. ePGPathshala: Engineering and technology Subject: Computer SciencePaper Name: P-04Database Management SystemURL: https://epgp.inflibnet.ac.in/ahl.php?csrno=7

Additional reading

1. Journal of Internet Banking and CommerceISSN: 1204-5357 http://www.icommercecentral.com/
2. Journal of Internet Banking and Commerce An open access Internet journal (http://www.arraydev.com/commerce/jibc/)

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	0	2	0	0	0	0	0	2	1	1	1
CO2	0	3	0	0	2	0	3	2	1	0	1
CO3	2	2	0	0	0	2	2	2	0	1	1
CO4	0	3	3	1	2	0	2	2	0	1	1
Average	0.5	2.5	3	1	2	2	2.3	2	0.5	0.75	1

Course Title	**ORGANIZATIONAL BEHAVIOUR**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC106		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Objectives	
1. Understand and Explain Core Concepts and Theories of Organizational Behavior 2. Analyze Individual Behavior in Organizational Contexts. 3. Evaluate Group Dynamics, Leadership Styles, and Conflict Management. 4. Assess Organizational Culture and Manage Change Effectively.	
Course Outcomes: On successful completion of the course the learner will be able to; • CO1: Remembering: Define different concepts, models and theories of organizational Behaviour • CO2: Understand: Explain the fundamental concepts, evolution, and interdisciplinary nature of Organizational Behavior. • CO3: Applying: Apply theories of group dynamics and leadership to assess conflict, team behavior, and leadership effectiveness in organizational settings • CO4: Analyzing: Analyze individual behavior in organizations through the lens of personality, perception, learning, motivation, and decision-making theories. • CO5: Evaluating: Evaluate the impact of organizational culture and change on employee behavior and identify strategies for overcoming resistance to change. • CO6: Evaluate: Evaluate the relevance of classical and modern management approaches to contemporary organizational practices. • CO7: Creating : Develop practical insights into employee behavior through fieldwork, including stress analysis, job satisfaction	Bloom Taxonomy level
1. **Understand** the emerging trends and practices in HRM.	L 2
2. **Apply** Human Resource Planning and Job Analysis techniques to real-world organizational contexts.	L 3
3. **Evaluate** performance appraisal systems and training & development programs within different organizational setups.	L 5
4 **Create** : DESIGN the HR manual and compensation policy of the organization	L 6

Unit	Contents	Hours	Course outcomes
1	**An Overview of Organizational Behavior** Definition, Nature, Historical Evolution of OB-Disciplines contributing to OB – Psychology,	10	C1,C2

	Sociology, Anthropology, Social Psychology, Economics & political Science; Approaches to the study of OB -Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach. Organizational effectiveness. Benchmarking- TQM and Six Sigma (Overview)		
Practical	Assess critically the relevance of scientific management to present day organizations with any organization of your choice. Case study on different approaches to organizational behavior.	5	
2	**Micro Perspectives of OB**: Individual behaviour: Personality- concept, determinants of personality, Personality theories – Sigmund Freud, Erikson, Chris Argyris, Types of Personality – Type A & type B, MBTI, Perception- meaning, nature & process. Learning- meaning, theories & principles; Individual Decision making: Decision making in organizations, Ethics in decision making. Attitude-concept., components of attitude, formation of attitude, Job satisfaction: Causation; impact of satisfied on employees and workplace. Values- concept, types of values, sources of values, Fear Fighting- Meaning, concept and importance, Motivation-concept, types of motives, theories of motivation -A. H. Maslow, Herzberg, Elderfer, McClelland, Vroom, Theory Z	10	C3, C4
Practical	Observe five employees of an organisation, interview them, find their characteristics and personalities, the jobs they are doing and find whether personality characteristics match or mismatch with their job profiles. Make a self-assessment with MBTI test. Case studies on motivation, decision making and perception.	5	
3	**Group Behaviour & Leadership** Conflict- Types, causes, conflict resolution. Group - Definition, Importance, Types of groups. Stages of group formation. Group dynamics – factors affecting group dynamics. Group Decision Making- Process & Types, Group V/S Team, Stress–Causes, effect & coping strategy, Leadership styles and its effectiveness – Autocratic, Democratic, lassez-fair; Contemporary issues in leadership, Roles & activities of leadership.	10	C3, C7
Practical	Group activity- Prepare a documentary on an	5	

	inspiring leader and present it in class. (Maximum 5 students) Conduct Stress management test of your colleagues. Case studies on conflict, group and stress.		
4	**Dynamics of OB** Organizational Culture- meaning, impact of organizational culture, Organizational Change- process, resistance to change, how to overcome resistance to change. Stability v/s change, proactive v/s reactive change. Organizational Development- OD intervention, OD techniques- sensitivity training, Survey feedback, process consultation, team building.	10	C5,C6
Practical	Visit an organization to study the culture of the organization, changes required in the organization and the impact of change on the workforce. Group exercise on team building activity. Case studies on organizational culture, organizational change and OD.	5	

Reference books:

1. Stephen P. Robbins & Timothy A. Judge – Organizational Behaviour , Pearson Education
2. Fred Luthans - Organizational Behaviour- McGraw Hill Education
3. Keith Davis: *Human Behavior at Work: Organizational Behavior* McGraw Hill Education
4. Griffin Phillips Gully, Organizational Behavior: Managing People and Organizations with MindTap, Cengage Publication.
5. Udai Pareek: *Understanding Organizational Behavior* Oxford University Press
6. K. Aswathappa: *Organizational Behaviour*- Himalaya Publishing House
7. M.N. Mishra**:** *Organizational Behaviour:* Vikas Publishing House

Useful links:Videos & Podcasts:

1. https://www.ted.com/topics/leadership
2. https://sloanreview.mit.edu/audio-series

Additional reading:

1. **Journals & Research Articles:**
2. https://journals.aom.org/journal/amj
3. https://onlinelibrary.wiley.com/journal/10991379
4. https://hbr.org/topics/leadership
5. Case Studies & Tools:
6. https://www.mindtools.com/
7. https://hbsp.harvard.edu/cases/
8. https://www.16personalities.com/

CO-PO Mapping								
Programme Outcomes (PO)								
COs	1	2	3	4	5	6	7	8
CO1	2	1	1	1	0	2	1	1
CO2	2	2	2	2	0	2	1	2
CO3	1	2	3	2	0	3	1	2
CO4	3	2	3	3	0	3	2	2
CO5	3	3	3	2	0	2	2	3
CO6	1	2	2	2	0	2	1	1
CO7	2	3	2	3	0	3	1	3
Average	2	2.1	2.3	2.1	0.0	2.4	1.3	2

Course Title	**INDIAN KNOWLEDGE SYSTEM**		
Class and semester	MBA Part – I Semester - I		
Course Code	CC 107		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
CO1	Understand the fundamental concepts, origin, and sources of the Indian Knowledge System and its relevance to modern life and management.		L 2
CO2	Apply ancient Indian principles from texts like the Arthashastra and Bhagavad Gita to solve real-world managerial and ethical problems.		L 3
CO3	Evaluate traditional Indian approaches to economics, leadership, and sustainability in the context of modern management practices		L 5
CO4	Create/ Design innovative and ethical business models, strategies, or sustainability practices by integrating Indian knowledge and value systems.		L 6
Unit	Contents	Hours	Course outcomes
1	**Foundations of Indian Knowledge System:** Overview of Indian Knowledge Systems: Vedic, Buddhist, Jain, and Classical traditions, Sources: Vedas, Upanishads, Smritis, Puranas, Dharmashastras, Four Purusharthas: Dharma, Artha, Kama, Moksha, Indian Education System: Gurukula, Pathashala, Nalanda, Takshashila, Holistic Learning: Interdisciplinary approach in Indian tradition	10	CO1,

Practical	Exploring the Relevance of Ancient Indian Knowledge to Modern Management	05	
2	**Economic, Political, and Management Thought in Ancient India:** Arthashastra: Principles of governance, policy-making, diplomacy, and economic administration, Concept of Leadership and Administration in ancient India, Business practices, trade networks, taxation, currency and accounting in ancient India, Guilds (Shrenis), local entrepreneurship, and ancient corporate governance, Role of ethics and statecraft in economic policy	10	CO2,
Practical	Case Analysis of Kautilya's Arthashastra in Modern Governance and Business	05	
3	**Indian Psychology, Ethics, and Value Systems in Management:** Indian approach to personality: Panchakosha model, Triguna theory, Leadership values from epics : Ramayana and Mahabharata (Bhagavad Gita), Nishkama Karma and emotional intelligence in Gita, Decision making, conflict resolution, and self-management, Indian ethical systems: Yama, Niyama, Dharma – Business applications, Comparative ethics: Indian vs. Western frameworks	10	CO3
Practical	Leadership Lessons from the Bhagavad Gita and Indian Epics	05	
4	**Scientific Heritage and Sustainable Practices:** Contributions in mathematics, astronomy, metallurgy, and medical sciences (Ayurveda), Environmental ethics and sustainable practices in Indian traditions (e.g., Vruksha Veda), Ancient Indian agriculture, water management, town planning, and architecture, Sustainable living: Ahimsa, recycling, and organic farming, Traditional Indian knowledge in textiles, food processing, and engineering, Role of local knowledge systems in modern development	10	CO4
Practical	Survey and Documentation of Indigenous Sustainable Practices	05	

Reference books:

1. **Introduction to Indian Knowledge Systems,** AICTE (2022 Edition)
2. R. Shamasastry, **Kautilya's Arthashastra**
3. Kapil Kapoor, **"Essence of Indian Knowledge Tradition"**
4. N.M. Khandwalla, **"Indian Ethos in Management"**
5. Swami Bodhananda, **"Bhagavad Gita for Managers"**

NIOS & CBSE resources on Indian Knowledge Traditions

Useful links

1. https://iksindia.org/

2. https://en.wikipedia.org/wiki/Indian_Knowledge_Systems 3. https://onlinecourses.swayam2.ac.in/ntr25_ed18/preview
Additional reading 1. Prin. Dr. R.S. Salunkhe and Dr. A. M. Gurav, Indian Vision for Human Society – 2. Prin. Dr. R.S. Salunkhe and Dr. A. M. Gurav, Indian Knowledge System and India Business Management, Success Publications,

Optional–A (Anyone) (Internal)			
Sr	Name of the Subject	**Credits**	**Total Marks**
1	Chh. Shivaji Maharaj: The Management Guru	**2**	**50**
2	Corporate Social Responsibility and Sustainability	**2**	**50**
3	Business Communication	**2**	**50**
4	Taxation	**2**	**50**

Course Title	Chh. Shivaji Maharaj: The Management Guru	
Class and semester	MBA Part – I Semester - I	
Course Code	SECC108	
Course Credit	2	
Teaching Scheme		**Examination Scheme**
Lectures	**Practical**	**Internal Evaluation**
20 Hrs	10 Hrs	50 Marks

Course Objectives
1. To create awareness about administrative and managerial acumen of Ch. Shivaji Maharaj 2. To help students understand the relevance of Ch. Shivaji Maharaj's strategies with modern management principles

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1.	**Remember** the management and administrative strategies applied by Ch. Shivaji Maharaj	L 1
2.	**Understand** the management skills of Ch. Shivaji Maharaj in different functional areas	L 2
3.	**Apply** the skills of Ch. Shivaji Maharaj to modern business situation	L 3
4	**Evaluate** the relevance of leadership and management skills of Maharaj in contemporary business situation	L 5

Unit	Contents	Hours	Course outcomes

1	**Administration and Management of Chhatrapati Shivaji Maharaj:** 1. Concept of Swarajya, Administration of Civil Department, Revenue and Finance, Custom and Taxes, Trade and Commerce, Banking, Total Revenue 2. Administration of Military Department - Infantry, Cavalry, Navy, Intelligence Department, Fort Management 3. Ashta Pradhan Mandal Administration, Secretariat and, Judicial Machinery 4. Leadership Traits: Chatrapati Shivaji Maharaj and Henry Fayol's 14 principles	10	C1,C2
Practical	Compare the HR skills of Chatrapati Shivaji Maharaj with those of today's local companies; for following traits. 1.Leadership 2. Flawless planning 3. Policy making 4. Training& Development 5. Retention 6. Rewards & Punishments	5	
2	**Administration system and Strategies of Chhatrapati Shivaji Maharaj relevance in modern management practices.** • Economic policy, Revenue system and welfare policy of Chhatrapati Shivaji Maharaj 1. Strategies used by Chhatrapati Shivaji Maharaj implemented in today's corporate world: Guerrilla technique. 2. Planning and Decision Making, Organization, Human Resource 3. Development, Co-ordination, Motivation Leadership, Communication, Control 4. Management of Change 5. Timeless Techniques, Relevance to Modern Management	10	C2,C4
Practical	Visit any organization and study Strategies used by Chhatrapati Shivaji Maharaj- Guerrilla technique adopted by organization and submit the report.	5	

Reference books:

1. Administrative System of Chhatrapati Shivaji: Relevance to Modern Management – Dr.Kedar Phalke, Publisher; Shri Shivaji Raigad Smarak Mandal, Pune.
2. Raja Shiv Chatrapati - B. M. Purandare
3. Shrimanyogi - by Ranjeet Desai
4. Chhatrapati Shivaji Maharaj memorial book by Dr. Jaysingrao Pawar
5. 'Shivaji The Management Guru'- Namdeo Jadhav

Useful links

1. https://www.youtube.com/watch?v=6g81ls4tN1U
2. https://www.youtube.com/watch?v=64A9ewnUIvo
3. https://www.youtube.com/watch?v=LyVB4JDZG1E

CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	1	1	1	0	0	0	1
CO2	3	2	2	2	0	2	0	1
CO3	3	2	2	2	0	2	0	1
CO4	3	3	3	3	0	0	0	1
Average	3	2	2	2	0	2	0	1

Course Title	**CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY**	
Class and semester	MBA Part – I Semester - I	
Course Code	SECC108	
Course Credit	2	
Teaching Scheme		**Examination Scheme**
Lectures	**Practical**	**Internal Evaluation**
20 Hrs	10 Hrs	50 Marks
Course Objectives		
Course Description	In today's dynamic global landscape, businesses are increasingly recognized not just as economic entities, but as powerful social actors with profound impacts on society and the environment. This course provides a comprehensive exploration of Corporate Social Responsibility (CSR), examining its theoretical foundations, strategic imperatives, and practical applications in the contemporary business world. Students will delve into how organizations can integrate ethical considerations, social impact, and environmental stewardship into their core business strategies, moving beyond mere compliance to foster sustainable value creation for all stakeholders.	
Course Objectives	1. **Critically analyze the conceptual evolution of CSR:** Differentiate between traditional philanthropy, corporate citizenship, and modern strategic CSR, understanding their historical context and evolving definitions globally and specifically in India. 2. **Evaluate the strategic imperative of CSR for modern businesses:** Assess how integrating CSR into core business strategy contributes to competitive advantage, enhanced brand equity, risk mitigation, talent management, and long-term financial sustainability for companies operating in diverse markets. 3. **Identify and prioritize key stakeholders and their influence on corporate decisions:** Map out the diverse range of stakeholders (e.g., shareholders, employees, customers, local communities, government, NGOs) and analyze their legitimate interests and power dynamics in relation to corporate social performance in the Indian business environment.	

	4. **Deconstruct Environmental, Social, and Governance (ESG) factors:** Explain the interconnections of environmental stewardship (e.g., climate action, resource management), social equity (e.g., labor rights, human rights, diversity & inclusion, community development), and robust governance (e.g., ethics, transparency, anti-corruption) as integral components of sustainable business practices. 5. **Apply and critique global and Indian CSR frameworks and reporting standards:** Utilize international guidelines (e.g., UN Global Compact, SDGs, GRI, ISO 26000) and understand their applicability, while demonstrating a strong grasp of India's mandatory CSR provisions under the Companies Act, 2013, and their practical implementation and impact.	
Course Outcomes	On successful completion of the course students will be able to: 1. **Understand** various CSR theories and models, explaining their historical evolution and relevance in both global and Indian business contexts. 2. **Analyze** the strategic business case for integrating CSR initiatives into an organization's core operations, demonstrating how it contributes to long-term value creation and competitive advantage. 3. **Evaluate** major global CSR frameworks (e.g., UN Global Compact, GRI) and proficiently analyze the implications, challenges, and opportunities presented by India's mandatory CSR legislation (Companies Act, 2013). 4. **Identify** the role of social and digital responsibility practices in gaining competitive advantage, enhance brand reputation, manage digital risks (e.g., data breaches, algorithmic bias), attract and retain talent, and foster long-term sustainable growth in the digital age.	
Syllabus Contents:		
Unit 1 **a) Theory**	Corporate Social Responsibility – Concept History & Evolution of CSR, Concept of charity, Corporate Philanthropy, Corporate Citizenship; Relation between CSR and Corporate Governance; Models of CSR In India; Drivers of CSR; Relation between CSR and Sustainable Development Goals (SDGs),CSR initiatives in India.	**10 Hrs.**
b) Practical	a) Study CSR initiatives taken by an organization in your area under companies Act 2013 and list down the key pillars of their CSR strategy (environmental, social, governance - ESG) submit a report on it.	**5 Hrs.**
Unit 2	**CSR Legislation, Policies, and Frameworks:**	**10 Hrs.**

a) Theory	Companies Act 2013 (Section 135) and its implications for CSR in India, National Guidelines on Responsible Business Conduct (NGRBC), International CSR Frameworks (UN Global Compact, ISO 26000, OECD Guidelines), Role of government and regulatory bodies in promoting CSR. CSR reporting frameworks (GRI, BRSR). **CSR and Digital Responsibility:** Ethical Implications of AI, Big Data, and Emerging Technologies, Digital Divide and Digital Inclusion, Cybersecurity and Data Privacy in CSR Context, Leveraging Technology for Social Impact.	
b) Practical	**Library Exercise:** a) Students should visit the library and note down CSR activities carried out by companies on how they contribute to education through CSR initiatives, such as building schools, providing resources, funding scholarships, or supporting digital learning platforms. Prepare Case studies, Research articles and present it in National/International Conferences, Symposium etc. b) Identify and examine organizations' primary challenges while engaging in CSR activities in the digital era.	**5 Hrs.**
Note:	Real world examples/cases are expected to be discussed in the class.	

Reference Books:

1. Corporate Social Responsibility in India – Sanjay K. Agrawal
2. Handbook on Corporate Social Responsibility in India CII
3. Corporate Social Responsibility; Concept s& Cases; The Indian – C.V. Baxi, Ajit Prasad.
4. Corporate Governance in India: Principles and Policies, Shikha/ Sharma, Cengage Publication.
5. Corporate Social Responsibility – John Hankok.
6. Corporate Governance in India: Principles and Policies, Shikha/ Sharma, Cengage Publication.
7. Corporate Social Responsibility; an Ethical Approach – Mark S. Schwartz.
8. Baxi. C. and Prasad. A (2013). Corporate Social Responsibility, Concept & Cases: The Indian Experience, Excel Books, New Delhi.
9. Handbook of Corporate Sustainability: Framework, Strategies and Tools – M.A. Muhammad Abu B. Siddique
10. Artificial Intelligence and Foreign Affairs: AI, human rights, ethics and global governance by Mario Torres Jarrín.
11.Technology Ethics: A Philosophical Introduction and Readings by Gregory Robson

and Jonathan Y. Tsou.
12. Corporate Social Responsibility in the Digital Age edited by Ana Adi, David Crowther, and Georgiana Grigore

Suggested Additional Reading

1."Corporate Digital Responsibility: Managing Corporate Responsibility and Sustainability in the Digital Age" (various authors/articles available on ResearchGate).
2."Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause" by Philip Kotler and Nancy Lee.

Online Certification Course (MOOC)

1. https://www.unsdglearn.org/courses/introduction-to-corporate-social-responsibility/
2. https://onlinecourses.nptel.ac.in/noc25_mg139/preview
3. https://www.classcentral.com/course/swayam-corporate-social-responsibility-13965

Course Title	**BUSINESS COMMUNICATION**	
Class and semester	MBA Part – I Semester - I	
Course Code	SECC108	
Course Credit	2	
Teaching Scheme		**Examination Scheme**
Lectures	**Practical**	**Internal Evaluation**
20 Hrs	10 Hrs	50 Marks

Course Objectives

After studying this course students will
1. Understand foundations of business communication.
2. Study effective verbal, non-verbal, and written communication
3. Explore modern digital tools and platforms to communicate effectively and professionally.
4. Learn to Compose professional emails, memos, reports, and proposals using appropriate structure, tone, and formatting conventions.

Course Outcomes:

On successful completion of the course the learner will be able to		**Blooms Taxonomy level**
1	CO1:Explain the business Communication and Demonstrate effectively in business scenario.	**L2**
2	CO2:Demonstrateeffectiveverbal,non-verbal,and written communication	**L3**
3	CO3: Analyse and use modern digital tools and platforms to communicate effectively and professionally	**L4**
4	CO4: Compose professional emails, memos, reports, and proposals using appropriate structure, tone, and formatting conventions.	**L6**

Unit	**Content**	**Hrs**	**Course outcomes**
I	**Foundations of Business Communication**	**10**	**C1, C2**

	• **Introduction to Business communication:** Definition, Communication process, Types- Formal vs informal, Verbal and Non Verbal, Communication models and flow in organizations • **Principles and Elements of Effective Communication:**7C'sofCommunication, Communication barriers, Active listening in Business settings • **Interpersonal and Group Communication**, Team communication, conflict resolution, and negotiation, Building rapport and trust in professional settings, Conducting and participating in business meeting, Presentations skills • **Professionalism and Ethics in Business Communication: Workplace Etiquette (**Politeness, respect, punctuality in communication) **Confidentiality and Information Security, Ethical Communication (**Transparency, avoiding manipulation or misinformation), **Communication in Crisis (**Tone management, clarity, empathy in difficult situations) • **Digital Tools and Trends in Business Communication**		
Practicals	**PRACTICAL1: Communication Process: Role play and Mapping** **Objective:** To understand the communication process, types of communication, and flow in organizations. **Activity:** In groups, role play different communication scenarios (e.g., formal meeting, informal lunch chat, team chat, presentation). Identify and label sender, message, medium, receiver, feedback, and barriers. Categorize each interaction as **verbal, non- verbal**, **formal**, or **informal**.	**5**	
	PRACTICAL2: Identifying and correcting ineffective communication **Objective:** Toapplythe7Cs, identify barriers, and practice active listening. **Activity:** Students are given flawed email/memo samples with poor tone, grammar, or clarity. In pairs, they revise the message using the **7 Cs of Communication**. Then, they conduct a listening exercise(e.g., summarizing a short audio business message) to test **active listening**.		
	PRACTICAL3: Business Meeting and Group Communication **Objective:** To experience team communication, conflict handling, and presentation dynamics. **Activity:** Students are assigned roles (e.g., team leader, team member, skeptic, observer) and simulate a business meeting to solve a fictional workplace issue. Include a short presentation or proposal. Conflicts or disagreements will be simulated and resolved during the meeting		

	PRACTICAL4: Workplace Ethics and Crisis Communication Drill **Objective:** To promote ethical communication and tone control during crises. **Activity:** Students draft two short communication pieces: An **internal memo** addressing an ethical breach (e.g., data leak or harassment case). A **public statement or email** managing PR or HR crisis with empathy and clarity. Emphasize confidentiality, tone, and transparency. **PRACTICAL5: Digital Communication Tools** **Objective:** To explore modern digital communication platforms and their appropriate usage. **Activity:** Students explore tools such as **Slack Microsoft Teams, Zoom, Trello, Grammarly, Hemingway**. They simulate a digital team update on a tool of their choice (e.g. posting a project update on Slack or recording a 2-minute Zoom message). Use Grammarly or Heming way to evaluate the clarity of their writing.		
II	**Strategic Business Writing: Principles and Practice**	**10**	**C3, C4**
	• **Fundamentals of Strategic Business Writing:** Purpose-driven writing, Audience analysis and tone, Clarity, conciseness, and coherence in business messaging. • **Professional Email and Memo Writing**: Structure and etiquette of business emails, writing internal memos and executive summaries, Avoiding common email pitfalls. • **Business Reports and Proposals**: Types, Structure of a report, structuring formal proposals, Incorporating visuals and data in written documents. • **Business correspondence:** Business letters and client correspondence, Writing for public relations: press releases. Tone and language in cross-cultural business writing • **Editing, Proofreading, and Grammar for Professionals:** Techniques for revising business documents, Common grammatical errors in business writing, Tools for improving writing quality(e.g.,Grammarly, Hemingway)		
Practicals	1.**PRACTICAL1: Identifying Purpose and Audience in Business Messages** **Objective:** Analyse various business messages to \ determine the purpose, target audience, and tone. **Task:** Given 3 short business communication samples (email, notice, announcement),identify the writer's objective, intended audience, and evaluate if the tone matches the context.	**5**	Any 5 Practical to be conducted

	PRACTICAL2: Rewriting for Clarity and Conciseness **Objective:** Improve clarity, coherence, and Eliminate wordiness**.** Task: Edit a poorly written business memo or paragraph for conciseness and coherence using the 7 Cs of communication**.** **PRACTICAL3: Drafting a Professional Business Email** • **Objective:** Apply email structure, etiquette, and tone. • **Task:** Write a formal email to a department head requesting resources for a project, ensuring subject line, tone, structure, and signature are professional. **RACTICAL4: Writing an Internal Memo with Executive Summary** • **Objective:** Understand memo format and summarizing key points. • **Task:** Create a memo informing staff of a new company policy, with a short executive summary at the beginning. **PRACTICAL5: Creating a Business Report Outline** • **Objective:** Learn the structure and logical flow of a formal business report. • **Task:** Develop an outline for a report analyzing customer feedback, including headings like Introduction, Methodology, Findings, Conclusion, and Recommendations. **PRACTICAL7: Editing and Proof reading Practice** • **Objective:** Develop edit engender or-spotting skills. • **Task:** Proofread and revise a 300-word business document filled with intentional errors (grammar, structure, clarity, tone). **PRACTICAL8: Using Writing Tools for Quality Enhancement** • **Objective:** Explore digital tools to improve writing quality. • **Task:** Use **Grammarly** or **Hemingway Editor** to evaluate a draft email or memo, identify weaknesses, and revise based on suggestions. Reflect on how the tools improved the message.		

Reference Books

1. Agarwal Shalini, ***Essential Communication Skills***, Ane Books Pvt. Ltd. New Delhi, first edition 2009
2. Chaturvedi, P. D.and Chaturvedi M. (2011), ***Business Communication, Concepts: Cases and Applications***, 2nd Edition, Pearson Education, India.
3. Dutt P. Kiramani, Rajeevan Geetha, ***Basic Communication Skills***, Cambridge University Press India Pvt. Ltd. New Delhi, 2007 First, reprint 2010
4. Guffey/ Loewy/ Dwivedi, Business Communication: Process & Product, Cengage Publication.
5. Krizan, Communicating in Business, Cengage Publication.
6. Kumar Sanjay, Pushp Lata, ***Communication Skills,*** Oxford University Press, New Delhi , 2018 First Edition
7. Inthira S. R. and Saraswath V. ***Enrich Your English***, OUP,New Delhi 1997.
8. Lester Mark, TataMcGrowHill, ***Handbook of English Grammar and Usage,*** Hill Publishing Company: New Delhi ,2018
9. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), ***Business Communication***, 13th Edition, New Delhi: McGraw Hill Education.
10. Mukerjee, H. S. (2013), ***Business Communication***, 2ndEdition, OUPIndia.
11. Pearson, ***Business English, Language, Literature and Creativity***, Orient Blackswan, 2013.
12. Raman, M. and Singh,P.(2012), **Business Communication**, 2nd Edition, New Delhi: Oxford University Press.
13. Thomson and Marlinet, ***A Practical English Grammar***, OUP NewDelhi 1960
14. Turton, N.D.andHeatonJ.B.,***Longman Dictionary of Common Errors***, ,Longman, 1998.
15. Wood John East, ***Oxford Practice Grammar***.O.U.P-1999- Second Edition

Useful Links:

1. HarvardBusinessReview–CommunicationSectionhttps://hbr.org/topic/communication
2. PurdueOnlineWritingLab(OWL)https://owl.purdue.edu
3. https://www.iosrjournals.org/iosr-jbm/papers/Vol19-issue5/Version-5/G1905055965.pdf4.https://www.sciencedirect.com/science/article/pii/S18770 42814053973
4. https://open.lib.umn.edu/businesscommunication/
5. https://www.mckinsey.com
6. https://www2.deloitte.com

Additional Reading:

1. ***Business Communication: Building Critical Skills by Kitty Locker*** & Stephen Kaczmarek, Pearson
2. ***Excellence in Business Communication*** by*JohnV.Thill & Courtland L. Bovee, Pearson*
3. **International Journal of Business Communication, Sage Publication** Access :https://journals.sagepub.com/home/job
4. **Journal of Business and Technical Communication, Access:** https://journals.sagepub.com/home/jbt
5. **Business and Professional Communication Quarterly (BCQ)** Access:https://journals.sagepub.com/home/bcq

CO-PO Mapping

	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	1	1	1	3	0	1	1	2
CO2	2	1	1	3	0	1	0	2
CO3	0	1	1	3	2	2	0	2
CO4	2	1	1	3	2	3	0	2
Average	1.25	1	1	3	2	1.75	1	2

Course Title	**TAXATION**		
Class and semester	MBA Part – I Semester - I		
Course Code	SECC108		
Course Credit	2		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	
20 Hrs	10 Hrs	50 Marks	

Course Objectives

1. To acquaint students with the concept of GST
2. To introduce different types and policies of GST applicable to Supply of Goods and Services

Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1.	**Remember** the key concepts of GST, types of GST, Types of GST returns		L 1
2.	**Understand**the process of registration, concept of custom duty and indirect tax		L 2
3.	**Apply**GST regulations on the examples of supply of goods and services		L 3
4	**Analyse** the nature of business, its turnover and apply relevant GST regulations		L 4
Unit	Contents	Hours	Course outcomes
1	**Introduction overview, evaluation and registration under GST** Indirect tax structure in India, Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess, Registration under GST: Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, Unique Identification Number, Registration Number Format.	10	C1, C2
Practical	Create a company in Tally and prepare invoices with different slabs of GST	5	
2	**GST Implementation** Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax. Input Tax Credit under GST & Returns: Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. **Custom Duty and Indirect Taxation**: Definitions of certain terms relating to the custom act, custom tariff act, Levy and types of custom duties, Indirect	10	C1, C3, C4

	taxationapplicabletofewcommoditiesleviedbyeitherCentralorStateGovernment.		
Practical	Visit a GST practitioner nearby and understand the process of GST, GST calculations, Submission of GST to tax department, online process and the like.	5	

Reference books:

Indirect Taxes:V. S. Datey – Taxman Publication

M Vat Subramanian Snow White Publication

SystematicApproachtoTaxation–Dr.GirishAhuja&Dr.RaviGupta

Useful links:

Websites: Website of Custom Department, Website of Excise Department, Website of Sales Tax Department

Additional reading:

Asok Nadhani: GST Accounting with Tally.ERP 9, BPB Publications

CO-PO Mapping

	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	2	0	0	0	0	0	0	0
CO2	2	0	0	0	0	0	0	0
CO3	2	2	2	0	1	0	0	0
CO4	2	2	2	0	1	0	0	0
Average	2	2	2	0	1	0	0	0

MBA PART I SEMESTER II

DETAILED SYLLABUS
MBA PART I SEMESTER 1I

Paper No.	Course Code	Subjects	Credits	Teaching Scheme		Weekly Sessions	Internal Marks	Uni. Exam	Total Mark
9	CC201	Marketing Management	4	Lectures	Practical	**4**	**40**	**60**	**100**
10	CC202	Financial Management	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
11	CC203	Human Resource Management	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
12	CC204	Operations Management	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
13	CC205	AI for Business	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
14	CC206	Business Statistics	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
15	CC207	Research Methodology	4	40 Hrs	20 Hrs	**4**	**40**	**60**	**100**
16	SECC208	Optional–B (Any One) (Internal) I. SWAYAM Course II. Negotiation Skills III. Business Models IV. Computer Applications for Business V. E- Business	2	20 Hrs	10 Hrs	**2**	**50**	**---**	**50**
		Total	**30**			**30**	**330**	**420**	**750**

PROGRAM-SPECIFIC OUTCOMES FOR ELECTIVE – MARKETING MANAGEMENT

PSO1 –Ability to analyses marketing environment and develop marketing strategies to achieve marketing and organisational objectives.

PSO2 – Able to apply marketing knowledge in different areas such as service sector, retail sector, rural market and international market.

PSO3 - Facilitate to understand and design digital marketing campaign for better business performance.

Course Title	**MARKETING MANAGEMENT**		
Class and semester	MBA Part – I Semester - II		
Course Code	CC 201		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
CO1	**Illustrate** marketing and its basics	L 2
CO2	**Apply** segmentation strategies and target marketing for different products	L 3
CO3	**Analyse** consumer behaviour	L 5
CO4	**Develop** marketing mix strategies for effective functioning of an organization.	L 6

Unit	**Contents**	**Hours**	**Course outcomes**
1 Theory	A. Basics of Marketing: Introduction, Nature, scope and core concept, modern concepts of marketing, marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing. Introduction to Services marketing B. Market segmentation - Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting- Selection of segments, Product positioning.	10	CO1,CO2
Practical	Classify and compare different products on the basis of segmentation. Develop STP strategy for a new product.	5	
2 Theory	Consumer Behaviour-Meaning and definition of Consumer behaviour, importance, Different buying roles, Consumer buying decision process, factors influencing consumer behaviour, Industrial Buying	10	CO1, CO3

	Behaviour. Consumer modelling – Economic model, Howard Sheth model, Nicosia model, Engel–Kollat-Blackwell Model B. Consumer behaviour and Perception, Learning, Personality, Attitude, Motivation, Social class and group C. Customer Relationship Management- Meaning and Benefits, Designing CRM Programme, Components of CRM Programme		
Practical	Conduct a survey of consumers of different age groups and analyse their buying decision process and factors impacting on consumer behaviour. Submit a report.	5	
3 Theory	Marketing Mix- Introduction, Meaning and importance, 4P's and 4 C's A. Product: Concept of product, Levels of product, Product characteristics, intrinsic and extrinsic, Product Mix, Product Life Cycle (PLC), product elimination, product diversification, new product development. Brand Management -Selecting brand name and logo, brand extension, brand rejuvenation, rebranding, co-branding, brand re-launch, brand proliferation, brand development through acquisition and takeover, brand portfolio restructuring. Brand Positioning, Brand Equity B. Price: Meaning, Role and importance of pricing, Factors influencing pricing, Pricing objectives, Pricing methods, Price determination policies, Pricing Strategies	10	CO1, CO4
Practical	Online exercise: visit any website of FMCG organization, study its marketing mix with respect to product and price. Submit a report and present in the class.	5	
4 Theory	A. Place: meaning and concept of channel of distribution. Types of channel of distribution or intermediaries, factors influencing selection of channels, selection of distributors, types of distribution strategies, intensive, selective and extensive, Introduction to logistics and supply chain management. B. Promotion: meaning, elements of promotion mix, Integrated Marketing Communication- Advertising,	10	CO1, CO4

	Sales Promotion, Personal Selling, Publicity and Public Relation		
Practical	In the same organization visited online, study its marketing mix with respect to place and promotion. Submit a report and present in the class. Select any product or service and develop marketing mix strategies.	5	

Reference books:

1. Kotler Phillip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar, Marketing Management-A South Asian Perspective, Pearson.
2. Kotler, Keller, Shernev, Sheth, Shainesh, Marketing Management, Pearson India Education Services Pvt. Ltd.
3. Ramswamy V. S., Namakumari S., Marketing Management, Sage Publications India Pvt. Ltd.
4. Andrews/ Shimp, Advertising, Promotion, and other aspects of Integrated Marketing Communications with MindTap, Cengage Publication.
5. Boone/ Kurtz, Contemporary Marketing with MindTap, Cengage Publication.
6. Kotler, Arstrong, Balasubrmanian, Agnihotri, Principles of Marketing, Pearson Education
7. Rajan Saxena, Marketing Management, McGraw-Hill.
8. Etzel, Walker B., Stanton W., Pandit A., Marketing, Tata McGraw-Hill.
9. Karunakarn K, Marketing Management, Himalaya Publication, New Delhi.

Useful links:

1. https://www.ama.org/
2. https://www.mrsi.co.in/

Additional reading:

1. Indian Journal of Marketing
2. Journal of Marketing – American Marketing Research.
3. Journal of Marketing Research – American Marketing Research.

COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)

COs	**Program Outcomes and Programme Specific Outcomes**										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
CO 1	3	2	2	0	1	0	0	0	3	2	0
CO 2	3	2	2	0	1	1	0	1	2	2	1
CO 3	3	3	3	1	2	1	0	2	3	3	1
CO 4	3	3	3	1	2	1	0	2	3	3	1
Total	12	10	10	2	6	3	0	5	11	10	3
Average	3	2.5	2.5	0.4	1.4	0.75	0	1.25	2.75	2.5	0.75

PROGRAM-SPECIFIC OUTCOMES FOR ELECTIVE - FINANCIAL MANAGEMENT

PSOs 1:	Ability to prepare and analyse company financial statements
PSOs 2:	Ability to understand and apply investment theories for individual and institutional Portfolio management
PSOs 3:	Ability to understand innovative financial tools and technologies that improve effectiveness of financial services

Course Title	**FINANCIAL MANAGEMENT**		
Class and semester	MBA Part – I Semester - II		
Course Code	CC202		
Course Credit	**4**		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1.	**Understand** the role of finance department in a company form of organization, tools and techniques of FSA, and the concept of working capital management		L 2
2.	**Apply** knowledge of time value of money to calculate present value and future value of investment/loans		L 3
3.	**Analyse** the factors affecting working capital requirement and calculate the amount of working capital		L3
4	**Evaluate** the financial performance of the organization using Cash flow statement and other tools of FSA		L 5
Unit	Contents	Hours	Course outcomes
1	**Financial Management:** Introduction, Meaning, Objectives- Profit Maximization and Wealth Maximization approach, Scope of financial management, Functions of Financial Management, Structure of Finance Department,	(10 Hours)	C1
Practical	Take interview of Finance Manager of any business enterprise to understand his functions, role in the organization, Process of Financial Planning and components of Financial Planning.	(5 Hours)	
2	**Financial statement analysis-** Meaning, objective, importance. Tools and techniques of analysis- Ratio analysis, Trend analysis, Common-size statement and comparative statement	(10 Hours)	C2
Practical	Download Profit and Loss Account and Balance-sheet of any two listed companies using NSE/BSE/Screener or any open source. Compare financial performance using all the tools and techniques of analysis	(5 Hours)	

3	**Working Capital Management:** Importance of Working Capital, Working Capital Cycle, Influencing Factors, calculation of working capital **Cash Flow Statement:** Meaning, importance, Cash flow from operating, financing and investing activity. Preparation of cash flow statement (AS- 3, Indirect Method)	(10 Hours)	C1,C3
Practical	Prepare 3-statement accounting model using excel for the companies selected in unit 2 above	(5 Hours)	
4	**Time Value of Money:** Time Lines and Notation, Future Value of a Single Amount, Present Value of a Single Amount, Future Value of an Annuity, Present Value of an Annuity, Term Loan, Intra-Year Compounding and Discounting, Multi period compounding.	(10 Hours)	C1,C4
Practical	Take simulation exercise of the effect of change in value of money on bank deposits, using excel	(5 Hours)	

Reference Books:

1. Pandey, I M (2018). Essentials of Financial Management, Vikas Publishing House Pvt. Ltd. Noida.
2. VanHorne, James C. (2001). Financial Management and Policy, Prentice Hall.
3. Seeba Kapil (2015). Fundamental of Financial Management, Wiley India, New Delhi.
5. Khan, M. Y. and Jain, P. K. - Financial Management, Tata McGraw Hill
6. Prasanna Chandra - Fundamentals of Financial Management, Tata McGraw Hill
7. Knott G - Financial Management, Palgrave
8. Lawrence J.Gitman – Principles of Managerial Finance, Pearson Education
9. R P Rustagi - Financial Management, Galgotia
10. CA Dr. P. C. Tulsian, CA Bharat Tulsian- Financial management, S. Chand Publication
11. Gibson, Financial Statement Analysis, Cengage Publication.
12. Brigham/ Houston, Fundamentals of Financial Management, Cengage Publication.

Useful links:

4. https://www.screener.in
5. https://www.bseindia.com
6. https://www.nseindia.com
7. https://education.svtuition.org/
8. https://www.scribd.com
9. https://www.freemba.in
10. http://www.docsity.com

Google Scholar – https://scholar.google.co.in

Additional reading:

1. Indian Journal of Commerce
2. Finance India
3. The Journal of Finance
4. Indian Journal of Finance
5. International Journal of Financial Management
6. The Management Accountant

Note :	Problems should be asked on Unit II, III and IV

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	2	0	1	0	0	0	3	1	1
CO2	2	2	3	0	1	0	0	0	0	2	2
CO3	3	2	3	0	2	0	0	0	0	0	1
CO4	3	3	3	0	1	0	0	0	3	1	2
Average	2.75	2.25	2.75	0	1.25	0	0	0	3	1.33	1.5

PROGRAM-SPECIFIC OUTCOMES FOR ELECTIVE: HUMAN RESOURCE MANAGEMENT

PSO1	Understand and apply core HR functions including planning, recruitment, performance, training, and compensation.
PSO 2	Design and implement effective HR policies and talent management strategies aligned with organizational goals.
PSO 3	Evaluate HR programs and leverage emerging trends like HR analytics and flexible work models.
PSO 4	Integrate ethical, legal, and digital HR practices to foster inclusive and productive workplaces.
PSO5	Leverage digital tools and analytics for agile HR decisions.
PSO6	Develop inclusive, diverse, and adaptive workplace cultures.

Course Title	**HUMAN RESOURCE MANAGEMENT**		
Class and semester	MBA Part – I Semester - II		
Course Code	CC203		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to; • CO1: Remembering: Define the role of Human Resource Functions in an Organization. • CO2: Understand: Understand the emerging trends and practices in HRM. • CO3: Applying: Apply Human Resource Planning and Job Analysis techniques to real-world organizational contexts. • CO4: Analyzing: Analyse recruitment, selection, retention, and career development strategies used in organizations. • CO5: Evaluating: Evaluate performance appraisal systems and training & development programs within different organizational setups. • CO6: Evaluate: DESIGN the HR manual and compensation policy of the organization		Bloom Taxonomy level
1.	**Understand** the emerging trends and practices in HRM.	L 2
2.	**Apply** Human Resource Planning and Job Analysis techniques to real-world organizational contexts.	L 3

3.	**Evaluate** performance appraisal systems and training & development programs within different organizational setups.		L 5
4	**Create** : DESIGN the HR manual and compensation policy of the organization		L 6
Unit	Contents	Hours	Course outcomes
1	Human Resource Management: Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM – Environmental, organizational, Individual Human Resource Planning: Human Resource Planning: Definition, Objectives, Need/Importance, HRP Process, Barriers to HRP, Managing Diversity, Equity and Inclusion – Introduction, objective, challenges of implementing DEI Job Analysis – Process, Techniques & uses of JA, Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement.	10	C1,C3
Practical	Group Exercise - Select an organization and SWOT analysis from an HR perspective. Visit any nearby organisation and do the Job Analysis of employees and Prepare a report. Discuss relevant case studies.	5	
2	Recruitment and Retention: Recruitment - Introduction, factors affecting, Sources of Recruitment, Recruitment process. Selection- screening and selection methods, concept of Induction and Orientation. Career- meaning, career anchors, Career Planning-Process of career planning; Succession Planning- Process of succession planning, Transfer and Promotion, Demotion. Retention of Employees: Importance of retention, strategies of retention.	10	C4
Practical	Visit any organization & sources of recruitment followed by the organization. Prepare a report and present in a class. Study the relevant case studies of large scale and medium scale companies.	5	
3	Managing Employee Performance and Training: Performance Appraisal & Performance Management – Definition, Objectives, Importance, Appraisal Process and Appraisal Methods. Training and Development - Definition – Scope, Role of Training in an Organizations, Objectives, Training and Development Process, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.	10	C5
Practical	Visit any organisation study performance appraisal process followed by them, also study effects of performance appraisal. Prepare a report and present it in class. Discuss relevant case studies.	5	
4	Compensation Management:	10	C2, C6

	Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Wages & Salary – Factors affecting W & S administration, Types of wages, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Suspension. Recent Trends in HRM: HR analytics – meaning, types, Benefits of AI in HRM, Green HRM, Flexible work strategies, Moonlighting of employees, HRIS, employee engagement, Work Life Balance, Glass Ceiling of Careers.		
Practical	Visit any organization Study salary structure and its components, present the report in class. Conduct Seminars on Recent Trends in HRM Discuss relevant case studies.	5	

Reference books:

1. Human Resource Management - H. John Bernardin; McGRaw Hill, Noida
2. Amitabha Sengupta, Human Resource Management: Concepts, Practices, and New Paradigms. Cengage Publication.
3. Dhir/ Pal, Human Resource Analytics: Theory and Application Techniques, Cengage Publication.
4. Human Resource Management - A South Asian Perspective- Robert L. Mathis, John H. Jackson, Manas Rajan Tripathy; Cengage Learning, New Delhi
5. Managing Human Resources - Wayne F. Cascio, Ranjeet Nambudiri; McGraw Hill, New Delhi
6. Managing Human Resources - Luis R. Gomez - Mejia, David B. Balkin, Robert L. Cardy; Pearson, Chennai & New Delhi
7. Human Resource Management, H. John Dr. S.S. Khanka, Sultan Chanda, Delhi.
8. Human Resource Management, C.B. Mamoria, Himalaya Publishing House
9. Human Resource Management, Gary Dessler Dorling Kindersley Pvt. Ltd.
10. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.

Useful links

1. www.shrm.org
2. www.hrdive.com
3. www.humanresourcestoday.com
4. www.hrtechnologist.com
5. www.workforce.com
6. www.talentculture.com
7. www.hbr.org
8. www.peoplematters.in

Additional reading

1. McKinsey's DEI Report,
2. HBR - 10 Ways to Improve Employee Retention
3. LinkedIn Recruiting Blog
4. SHRM Compensation Overview
5. How AI Is Revolutionizing HR
6. Succession Planning Insights
7. HBR - Managing Employee Separation
8. Gallup Employee Engagement & Retention
9. AI's Impact on HR

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	1	1	1	1	1	1	1	1	1	1
CO2	2	1	1	3	1	2	2	1	1	2	1
CO3	3	2	2	2	1	3	2	3	2	1	1
CO4	1	3	2	3	2	3	3	3	2	1	1
CO5	3	3	3	2	2	3	2	2	1	2	1
CO6	3	3	3	1	2	3	2	2	2	2	1
Average	2.3	2.2	2.0	2.0	1.5	2.5	2.0	2.0	1.5	1.5	1

PROGRAM-SPECIFIC OUTCOMES FOR ELECTIVE: PRODUCTION MANAGEMENT

PSOs 1:	Demonstrate ability to design, manage, and improve manufacturing and service operations through technology-driven decision-making.
PSOs 2:	Apply quantitative and qualitative tools to solve problems in production planning, materials management, and supply chain functions.
PSOs 3:	Integrate quality management systems and global best practices (ISO, Six Sigma, TPM, Industry 4.0) for sustainable operational excellence.

Course Title	**OPERATIONS MANAGEMENT**		
Class and semester	MBA Part – I Semester - II		
Course Code	CC204		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
1. To understand the fundamental concepts, functions, and significance of operations management and production systems. 2. To explore modern manufacturing technologies and facility planning for efficient operations. 3. To develop knowledge of production planning, inventory control, and material management techniques. 4. To evaluate quality management systems, certifications, and continuous improvement methodologies used in manufacturing and services.			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1.	**Explain** the fundamental concepts of operations management, functions, objectives, and types of manufacturing systems.		L 2

2.	**Apply** modern manufacturing technologies such as CAD/CAM, FMS, Industry 4.0, and smart systems in facility and operations management.		L 3
3.	**Evaluate** various production planning, material management techniques and inventory control models.		L 5
4	**Design** an integrated quality management system using TQM, Six Sigma, ISO standards, and cloud-based QMS tools.		L 6
Unit	Contents	Hours	Course outcomes
1	**Introduction to Operations Management:** Introduction to the Operations management, operations functions, operations objectives, Role of operations in business competitiveness and value creation.Classification of Manufacturing systems, Selection of manufacturing process-Productivity, factors affecting productivity, types ofProductivity.	10	C1
Practical	Visit an organization and study its operations management, type of manufacturing system, types of production systems. Submit a report.	5	
2	**Facilities & Technology Management: -** Facilities management (location of facilities, layout of facilities, Maintenance of facilities) materials handling - Manufacturing technology management, CAD/CAM, GroupTechnology, Just–in-time, flexible Manufacturing system, Industry 4.0 & Smart Manufacturing,Additive Manufacturing (3D Printing) Artificial Intelligence (AI) & Machine Learning, Robotics and Cobots (Collaborative Robots), Digital Twin Technology	10	C2
Practical	Visit a manufacturing organization to study advanced technologies (e.g., CAD/CAM, FMS, AI, Robotics, Industry 4.0) Submit a report and givepresentations on the technological adoption.	5	
3	**Production Planning and Materials Management:–** Objectives of PPC, functions of PPC, aggregate planning,– project scheduling- introduction to PERT/CPM -Introduction to materials management, objectives, scope and activities of materials management, Purchasing cycle,5Rin Purchasing, Selective Inventory Controlling techniques and Problems on basic model of EOQ and ABC Analysis.	10	C3
Practical	Visit an organization and study inventory management techniques used in it. And highlighting scope of implementing inventory control techniques in it with details. Submit a report.	5	
4	**Quality Management System:** Introduction to Quality dimensions, Quality philosophies, Cost of Quality, Quality Circle, TQM,	10	C4

	ISO Certifications, **IATF 16949** (mandatory for OEM suppliers), **ISO 14001** (Environmental Management System), **ISO 45001** (Occupational Health & Safety), Six Sigma, Cloud-based QMS software and automation tools.		
Practical	Visit an organization, study existing quality management initiatives, quality system. Undertake a group discussion on the same in the class room.	5	

Reference books:

1. **L.C. Jhamb**, *Production and Operations Management*, Everest Publishing House, Pune.
2. **William J. Stevenson**, *Operations Management*, McGraw Hill Education, New Delhi.
3. Collier/ Evans, Operations and Supply Chain Management with MindTap, Cengage Publication.
4. Gaither/ Frazier, Operations Management, Cengage Publication.
5. **K. Aswathappa& K. Shridhara Bhat**, *Production and Operations Management*, Himalaya Publishing House, Mumbai.
6. **PremVrat, G.D. Sardana, B. S. Sahay**, *Materials Management*, Springer, New Delhi.
7. **S.C. Sharma**, *Quality Control and Management*, Khanna Publishers, New Delhi.
8. **Dale H. Besterfield**, *Total Quality Management*, Pearson Education, New Delhi.
9. Cherry, S. M., Production and Operations Management, Tata McGraw Hill Education Pvt.Ltd., New Delhi.

Useful links:

1. https://www.ascm.org/
2. https://www.iatfglobaloversight.org/
3. https://www.iso.org/
4. https://www.isixsigma.com
5. https://www.smartmanufacturingcoalition.org/

Additional reading:

1. *Harvard Business Review* – Operations & Supply Chain section
2. *International Journal of Operations & Production Management*
3. *Journal of Manufacturing Technology Management*
4. *Quality Progress* (Published by ASQ – American Society for Quality)

CO-PO Mapping

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	2	3	2	0	0	1	1	1	2	0
CO2	1	3	3	1	2	0	2	1	1	2	1
CO3	2	2	1	0	1	1	3	2	0	0	2
CO4	2	1	2	1	0	0	2	2	0	0	1
Average	2	2.5	2	1.75	1	1	2.5	2	1.25	2.5	2

BUSINESS STATISTICS

PSOs 1:	Students will be able to apply descriptive statistical tools such as measures of central tendency, variation, correlation, and regression using software tools (e.g., Excel) to interpret real-world business data and support data-driven decision-making.
PSOs 2:	Students will demonstrate the ability to organize, classify, and visually represent business data through tables, diagrams, graphs, and Power BI tools, enabling clear communication of statistical insights to aid managerial decisions.
PSOs 3:	Students will apply statistical forecasting techniques (time series, index numbers, quality control charts) and decision theory models (EMV, EOL, EVPI, decision trees) using appropriate software to evaluate and choose optimal solutions in uncertain and dynamic business environments.

Course Title	**BUSINESS STATISTICS**		
Class and semester	MBA Part – I Semester - II		
Course Code	CC206		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to:		Bloom Taxonomy level
1.	**Understand**fundamental statistical concepts such as central tendency, dispersion, correlation, and regression, and **interpret** their relevance in various business scenarios.	L 2
2.	**Apply** classification, tabulation, and graphical presentation techniques to organize and visualize business data using tools like Excel and Power BI.	L 3
3.	**Evaluate** time series trends, index numbers, and quality control charts to make informed decisions related to forecasting and process improvement in business.	L 5
4	**Construct**decision models using EMV, EOL, Bayesian decision rules, and decision trees to recommend optimal business solutions under uncertainty.	L 6

Unit	Contents	Hours	Course outcomes
1	**Descriptive Statistics for business:** Business Statistics: Definition, scope and applications, Importance of statistics in different disciplines. Requisites of a statistical unit, Types of statistical units, Introduction of Measures of central tendency: Mean, Mode, Median, Measures of Variation: Q.D., S.D., Variance, C.V. Karl Pearson's Correlation and Regression analysis for estimation. Examples	10	C1,C2

Practical	Practical using Excel of averages, variation, correlation and regression tools	5	
2	**Business Data Processing: Organisation of Data-** Classification- Functions, rules and types of classification. **Presentation of Data**: Tabulation- Meaning, Importance, Parts of table, Requisites of good table, Types of table. **Diagrammatic and Graphic Representation:** Difference between diagrams and graphs, Types of Diagrams, Two dimensional diagram, **Graphic representation of Data:** Techniques of construction of graphs, General rules for graphing, Graphs of Frequency Distribution. Examples	10	C2,C3
Practical	Practical's using Power BI Tools	5	
3	**Statistics for Business Forecasting:** **Times Series Analysis-**Components of a time series, Analysis of times series, Measurement of Trend: Moving average method **Index Number-**Uses of index numbers, types of index numbers, Problems in the construction of index numbers, methods of constructing index numbers, Test of consistency of index number formulae. **Statistical Quality Control-** Uses of SQC, Chance and assignable causes of variation, Process and product control, control charts, 3-sigma control limits, Tools of SQC, Control charts for variables and attributes. Examples	10	C3,C4
Practical	Practical's using appropriate software Tools	5	
4	**Statistical Decision Theory** **Ingredients of decision problem-** Acts, States of events, payoff table, opportunity loss. **Decision making Environment**-Decision maker, Objectives, Decision Situations (Certainty, Uncertainty), Types of Decision Making Criteria in uncertainty. **Optimal Decision**-Maximax criterion, Maximin criterion, Minimax criterion, Laplace criterion of Equal Likelihoods, Hurwicz Criterion of Realism, Expected Monetary Value(EMV), Expected Opportunity Loss(EOL) criterion, Expected Value of Perfect Information(EVPI), **Bayesian Decision Rule**- Posterior Analysis. **Decision Tree-**Roll Back Technique of Analysing a Decision Tree. Examples of each concepts. Examples	10	C4
Practical	Examples for determining the decision using various optimal decision criteria, Examples on Expected Monetary Value. Examples on expected profit, expected Payoffs, Example on Expected Value of Sample Information(EVSI) and Expected Net Gain from Sampling(ENGS), Construction of Appropriate decision tree and take decision with industrial data	5	
Note : Quantitative examples are likely to be asked in the University Examination.			

Reference books:

1. Fundamentals of Statistics- S. C. Gupta, Himalaya Publishing House
2. Quantitative Methods for Business, Anderson/ Sweeney/ Williams/ Camm/ Cochran/ Fry/ Ohlmann, Cengage Publication.
3. Statistics for Business and Economics with WebAssign, Camm/ Cochran/ Fry/ Ohlmann/ Anderson/ Sweeney/ Williams, Cengage Publication.
4. An Introduction to Management Science: Quantitative Approaches to Decision Making, Anderson/ Sweeney/ Williams/ Camm/ Cochran/ Fry/ Ohlmann, Cengage Publication.
5. Quantitative Techniques for Decision Making- Anand Sharma, Himalaya Publishing House
6. Quantitative Techniques for Managerial Decisions- G V Shenoy, U K Srivastava, S. C. Sharma, New Age International Publishers

Useful links :

1. https://nptel.ac.in/courses/110107114
2. https://www.coursera.org/learn/business-statistics
3. https://www.khanacademy.org/math/statistics-probability
4. https://www.spss-tutorials.comhttps://www.datacamp.com

Additional reading :

1. Journal of Business & Economic Statistics
2. Journal of Applied Statistics
3. International Journal of Business Analytics
4. Journal of Business & Economic Statistics

CO-PO Mapping

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	1	2	3	0	0	0	1	1	2	2	0
CO2	1	2	3	1	0	0	2	1	1	2	0
CO3	2	3	1	0	1	1	2	1	0	0	1
CO4	2	3	2	1	0	0	1	2	0	2	1
Average	2.5	2.5	2	1	1	1	2.5	2	2	2	2

Course Title	**RESEARCH METHODOLOGY**		
Class and semester	MBA Part – I Semester - II		
Course Code	CC207		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1.	Understand various terms used in Management research	L 2
2	Design a Research Proposal for given research problem.	L 6
3	Analyse primary and secondary data using descriptive and inferential statistical tools	L4
4	Summarise the results from data analysis	L 5
5	Prepare a research report	L6

Unit	Contents	Hours	Course outcomes
1	**Research Fundamentals: (a)** Meaning, objectives & Motivation in Research. Types of research – Research Approach. Research process (identification of research/management problem –, research question, Statement of a research problem), Distinction between management problem and managerial research problems - relevance &scope of research in management. Ethics in Management Research. Qualitative and Quantitative Research Methods.	10	C1,
Practical	Enlist number of contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Discuss the research issues/problems in class for better comprehension. Prepare statement of a research problem for every social and managerial problems enlisted.	5	
2	**Research Design- (a)** Features of good Design, Types of Research Design, Sampling Design steps in sample Design Characteristics of a good Sample Design, random samples & non random sampling Design, determining size of sample. Statistical design. Measurement & scaling Techniques- measurement scales, Errors in measurement. Scaling technique. Hypothesis – concept, definition, types of hypothesis, features of good hypothesis.	10	C1, C2
Practical	Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size.	5	
3	**Data Collection and Analysis: (a)** Methods of data collection, Primary data – Schedule and questionnaire. Construction of schedule and questionnaire align with objectives framed. Collection of secondary data. Processing and analyzing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi-Square test, F test), Testing of hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis – descriptive and inferential statistics.	10	C1, C3, C4
Practical	Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives.	5	
4	**Interpretation and Report Writing: (a)** Interpretation of data, Techniques of Interpretation, report writing, layout of a project report.	10	C1, C5, C4
Practical	Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for righting a report.	5	

Note: Every institute must have licensed copy of SPSS for the laboratory practical's. Minimum 5 hours practicals on SPSS should be conducted to teach descriptive and inferential analysis and hypothesis testing. Students should be motivated to analyse project data with the help of SPSS. Practical problems would be asked on hypothesis testing, statistical analysis.

Reference books:

1. Research Methodology – C. R. Kothari
2. Research Methodology – Saranwala
3. Research Methodology in Management – Dr. V. P. Michael
4. Business Research Methods, Zikmund/ Babin/ Carr/ Griffin, Cingage Publication.
5. Methods of Social Survey Research – Bajpai
6. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
7. Research Methodology – R. Panneer Selvan, PHI
8.Research Methodology the Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep
9. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub.Jaipur
10. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur

Useful links

1. National Council of Applied Economic Research (NCAER) – http://www.thinktankinitiative.org/think_tanks/NCAER
2. IMRB – International – http://www.imrbint.com/

Google Scholar – https://scholar.google.co.in/

Additional reading:Suggested Research Journal :

1. Indian Journal of Marketing
2. Finance India
3. ICFAI Journal of Organisational Behaviour
4. Vision
5. Economic and Political Weekly

CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	3	2	1	0	3	1	1
CO2	0	3	3	0	0	0	0	1
CO3	1	3	3	0	0	0	2	1
CO4	1	2	3	2	0	0	0	1
CO5	2	1	1	1	0	0	0	1
Average	1.75	2.4	2.4	1.33	0	3	1.5	1

Optional–B(Any One) (Internal)			
Sr	Name of the Subject	**Credits**	**Total Marks**
1	SWAYAM Course	**2**	**50**
2	Negotiation Skills	**2**	**50**
3	Business Models	**2**	**50**
4	Computer Applications for Business	**2**	**50**
5	E- Business	**2**	**50**

Course Title	**NEGOTIATION SKILLS**		
Class and Semester	MBA Part – I Semester - II		
Course Code	SECC208		
Course Credit	**2**		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	
20 Hrs	10 Hrs	50 marks	

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1	**Understand** stages, style, and forms of negotiation and approaches suitable for different situations.	**L2**
2	**Apply** negotiation styles and theory in real- life business situations.	**L3**
3	**Analyze** ethical and cross-cultural considerations in negotiation.	**L4**
4	**Evaluate** successes and failures in negotiation through reflection and feedback.	**L5**

Unit		**Hours**	**Course outcomes**
I	**Foundations and Core Negotiation Strategies**	**10**	
	1. **Introduction to Negotiation**: Definitions, Importance, Myths. Negotiation vs. Bargaining 2. **Distributive Negotiation**: Claiming Value, Reservation Price, BATNA 3. **Integrative Negotiation**: Creating Value, Interests vs. Positions 4. **Stages of Negotiation**: Preparation, Opening, Exploration, Bargaining, Closing 5. **Communication and Persuasion**: Verbal/Non-verbal cues, Listening Skills, Influence Tactics 6. **Emotions in Negotiation**: Emotional Intelligence, Managing Difficult Emotions 7. **Power and Ethics in Negotiation**: Sources of Power, Fairness, Trust, Ethical Dilemmas		**CO1, CO3,**
Practical	• **Mini-Case Analysis**: Analyze a real-life negotiation case (business/labor/political) using the concepts of BATNA, reservation price, and negotiation styles. • **Reflective Journal**: Write a short reflection on a personal or observed negotiation experience – what went well, what didn't, and what could be improved.	**5**	
II	**Advanced Practices and Applications**	**10**	
	1. **Negotiation Styles and Cultural Dimensions**: Thomas-Kilmann Instrument, Hofstede's Framework 2. **Multi-Party and Team Negotiations**: Coalition Building, Managing Complex Agendas 3. **Negotiation in Specific Contexts**: Salary/Compensation, Vendor, Client, Mergers & Acquisitions		**CO1,CO2, CO4**

	4. **Cross-Cultural and International Negotiation**: Cultural Sensitivity, Norms, Global Etiquette 5. **Online & Virtual Negotiations**: Digital Communication, Email, Video Calls, Trust-building remotely 6. **Conflict Resolution and Mediation**: Types of Conflict, Conflict Styles, Mediation Process 7. **Simulation & Role Play Sessions**: Harvard/INSEAD simulations across sectors (tech, HR, procurement, diplomacy)		
Practical	• **Live Role-Play Simulation**: Participate in a mock business negotiation and submit a negotiation plan and debrief report. • **Negotiation Planning Dossier**: Choose a case and develop a comprehensive negotiation plan including goals, stakeholder map, ZOPA/BATNA, and strategy.	**5**	

Reference Books & Reading Materials:

1. **"Getting to Yes: Negotiating Agreement Without Giving In"** – Roger Fisher, William Ury, Bruce Patton
2. **"Negotiation"** – Roy Lewicki, David Saunders, Bruce Barry
3. **"Difficult Conversations"** – Douglas Stone, Bruce Patton, Sheila Heen
4. **"Bargaining for Advantage"** – G. Richard Shell
5. **"The Mind and Heart of the Negotiator"** – Leigh L. Thompson
6. **Harvard Business Review (HBR) Articles** – Curated list (provided during course)

Case Studies and Simulations – Harvard/INSEAD/IIMA negotiation packs

Teaching Methodology:

1. **Case-Based Learning**: Real business negotiations
2. **Role-Plays and Simulations**: Weekly negotiation games
3. **Flipped Classroom**: Students present readings/concepts
4. **Reflective Practice**: Journaling and Peer Debriefs
5. **Guest Lectures**: Industry Experts & Professional Negotiators

Pedagogical Innovations:

1. **Negotiation Lab:** Live negotiation room simulations with peer observation.
2. **Feedback Loops:** Peer + Faculty feedback after simulations.
3. **Negotiation Scorecards:** Weekly tracking of personal growth and strategies used.

CO-PO Mapping								
Programme Outcomes (PO)								
	1	2	3	4	5	6	7	8
CO1	2	1	1	0	1	0	0	0
CO2	2	2	1	0	1	1	0	1
CO3	2	2	1	1	2	1	0	2
CO4	2	2	1	1	2	1	0	2
Total	8	8	4	2	6	3	0	5
Average	2	2	1	0.4	1.4	0.75	0	1.25

Course Title	**BUSINESS MODELS**		
Class and Semester	MBA Part – I Semester - II		
Course Code	SECC208		
Course Credit	2		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	
20 Hrs	10 Hrs	50 Marks	

CourseOutcomes:Onsuccessfulcompletionofthecoursethelearnerwillbe able to-		**Bloom Taxonomy level**
1.	**Understand** innovative business models across various industries, including their structure, uniqueness, and value delivery mechanisms.	L2
2.	Understand and **Apply** the key components of business models using conceptual tools such as the Business Model Canvas, Platform Model, and others.	L3
3.	**Analyze and evaluate** real- world companies, assess their strengths/weaknesses, and suggest improvements or innovations.	L4,L6

Unit	**Contents**	**Hours**	**Course outcomes**
1	**Basics of Business Models:** Concept of Business, Evolution of business, Development of business Idea, Sources of business ideas, Factors affecting on business, Business Sickness & remedies Financial institutions for business development support. Business Model, History of business models, Types of business models, Business model cycle, Sustainable Business Model Innovation. Success stories of business models.	10	C1,C2
Practical	Visit any business unit and study the sources of idea.Findout the most affecting factors to the business.	5	
2	**New Edge Business Models & Trends:** AI-Driven SaaS & Embedded Intelligence, Immersive Commerce& AR-Enhanced Retail, Subscription & Membership Models, Micro-Niche Marketplaces & PaaS Platforms, Circular Economy & Product Reuse Models, Decentralized Autonomous Organizations (DAOs) & Blockchain Models, Open Manufacturing / Open-Source Physical Production, Open Innovation & Open Coo- petition, Data Monetization & Edge Computing, On- Demand & Gig Economy Models	10	C1,C3
Practical	Study the types of new business models and give the examples of existing businesses through online search.	5	

Reference books:

1. Business Models for Startups by Anilkumar, Mishra & Saiprasad Himalaya Publishing House, 2022
2. Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi
3. The Origin and Evolution of New Businesses by AmarV. Bhide, published by oxford university press New York.
4. The Business Model Book: Design, build and adapt business ideas that drive by Adam J. Bock, Gerard George, Published by Pearson Education Ltd.UK
5. Digital Business and E-Commerce Management -Chaffey, D. (2022). (8th ed.). Pearson Education.
6. Artificial Intelligence for Business- Rose, D. (2020). (2nd ed.). Pearson Education.
7. EDGE: Value-Driven Digital Transformation- Mehta, J., & Mehta, S. (2019). Pearson Education.
8. Open business models: How to thrive in the new innovation landscape. Chesbrough, H. (2006). Harvard Business Review Press.
9. The new age of innovation: Driving co created value through global networks. Prahalad, C. K., & Krishnan, M. S. (2008). McGraw-Hill.

Catalyst code: The strategies behind the world's most dynamic companies. Evans, D. S., & Schmalensee, R. (2007). Harvard Business Review Press.

Suggested Case Studies:

1. Case studies must be discussed and solved in classroom.
2. NPTL Videos can be displayed on related topics.

Useful links:

- https://hbr.org/2025/05/how-gen-ai-could-disrupt-saas-and-change-the-companies-that-use-it
- https://www.jmsr-online.com/article/augmented-reality-in- retail-elevating-customer-engagement-and-driving-sales-261
- https://www.sciencedirect.com/science/article/pii/S0921344923001374
- https://hbr.org/2021/07/the-circular-business-model
- https://www.investopedia.com/tech/what-dao/
- https://www.chainalysis.com/blog/introduction-to- decentralized-autonomous-organizations-daos/
- https://www.forbes.com/sites/trondarneundheim/2022/04/04/w hy-we-need-open-manufacturing-and-what-that-would-mean- for-you/
- https://tulip.co/blog/open-source-for-manufacturing-key- lessons-manufacturers-can-learn/
- https://medium.com/@villum/understand-open-source- manufacturing-in-30-minutes-c98554419696
- https://www.computer.org/csdl/magazine/co/2025/04/1093795 4/25mYGOoIqdi
- https://www.park.edu/blog/the-gig-economy-shaping-the- future-of-work-and-business/

https://www.abacademies.org/articles/entrepreneurial- challenges-in-business-model-for-the-gig-economy-agendas- for-research-and-business-development-8962.html

Additional reading:
Platform Revolution, Circular Economy Handbook, and Open Innovation. Key reports from McKinsey, Deloitte, and WEF provide insights on AI, edge computing, and sustainability trends. Academic articles and whitepapers further support strategic learning in areas like SaaS, ARcommerce, DAOs, and data monetization.

CO-PO Mapping								
	Programme Outcomes(PO)							
	1	2	3	4	5	6	7	8
CO1	1	2	0	1	3	1	3	2
CO2	3	1	0	2	0	2	1	0
CO3	2	3	3	0	2	3	1	1
Average	2	2	1	1	1.67	2	1.67	1

Course Title	**COMPUTER APPLICATIONS FOR BUSINESS**	
Class and semester	MBA Part – I Semester - II	
Course Code	SECC208	
Course Credit	2	
Teaching Scheme		**Examination Scheme**
Lectures	**Practical**	**Internal Evaluation**
20 Hrs	10 Hrs	50 Marks

Course Objectives
To make student learn the different components of MS-Office. To educates the MS-Office applications in different business areas. To make students learn the Business data management through MS-Office. To provide the student with expertise in the practical aspects of MS-Office components.

Course Outcomes: On successful completion of the course the learner will be able to		Bloom Taxonomy level
1	Identify MS-Office components for business applications.	L2
2	Create interactive presentations and documents.	L6
3	Analyze business data using visualization tools in MS-Excel.	L4

Unit	Contents	Hours	Course outcomes
1	**MS-Word and PowerPoint:** **MS-Word-Word Processing**: Introduction to MS Office components, Introduction and working with MS Word, Word basic commands **Formatting Documents:** Setting Font style, alignment, Indent, paragraph setting, page setting, and document style. **Tables**- Creating and formatting table, Border setting, Merging, Splitting, Sorting, Insertion and deletion of row column. **Tools:** Word completion, spell check, Mail merge, Macros, Temples, using wizards document security, **Drawing:** Inserting picture, drawing, formatting picture, grouping, ordering, and rotating picture.	10	C1,C2

	Ms-PowerPoint: Creating presentation, using templates, setting presentation layout. **Formatting Presentation:** Adding style, management objet, header & footer, slide background, slide layout. **Graphics and Effects:** Inserting, drawing pictures, setting animation & transition effect, Adding multimedia files to presentation.		
Practical	• Creating resume using MS-Word. Create job application and send to different companies using mail merge. • Create interactive power point presentation on any topic.	5	
2	**Ms-Excel:** Introduction to spreadsheet, sorting, filtering of data, Relative reference, absolute reference and mixed reference formula, editing formula, Naming cell and range. **Formatting Worksheet:** Assigning and removing formats, using auto formats, custom formats, custom borders, controlling column height and width. Analyzing Data: Entering Functions in worksheet, Mathematical functions, text functions, logical functions, and financial functions. **Statistical Analysis:** Average, Median, Min, Max, Median, Mode, Standard deviation, variance, percentile function, 05 59 quartile function COUNT, COUNTA, COUNTIF, COUNTBLANK , SUM, SUMIF. What-If-Analysis, Goal Seek, Solver, Scenario Manager, Pivot table, Pivot Chart. **Data Visualization:** Introduction to data visualization, Basic Charts in Excel, Creating Embedded charts, Creating charts and chart sheet. Different types of charts.	10	C1,C3
Practical	Implementation of functions, charts, statistical analysis for the following suggestedorsimilar Case Studies 1. Region wise product sale analysis 2. Gender-wise Comparative study of result of your college. 3. Case Study on stock market analysis.	5	

Reference books:

1. Fundamentals of Computer by P.K.Sinha
2. Computer Today – Basundara
3. Fundamentals of Computer – V.Rajaraman
4. 2 MS – OFFICE -97 By Gini Courter and Annette Marquis, BCB publication
5.Foundations of Information Technology Coursebook 9: Windows 7 and MS Office 2007 (With MS Office 2010 Updates)- SangeetaPanchal,AlkaSabharwal

Useful links

https://www.tutorialspoint.com/excel/

How to give Citation to research Document in Ms-Word: https://nptel.ac.in/courses/121106007/12

Introduction to Data Analytics: https://nptel.ac.in/courses/110106064/20

Additional reading

Microsoft-office-training-manuals

Microsoft Office 2016- Joan Lambert Curtis Frye

CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	2	3	0	2	0	0	2	3
CO2	0	3	3	0	3	2	2	0
CO3	0	3	3	2	3	0	3	2
Average	2	3	2	2	3	2	2.3	2.5

Course Title	**E-BUSINESS**		
Class and semester	MBA Part – I Semester - II		
Course Code	SECC208		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	
20 Hrs	10 Hrs	50 Marks	
Course Objectives			
To make student learn the impact of e- business on organizations. To educates the student in e-business applications in different functional management areas. To make students learn the ICT infrastructure of e-business and its models. To provide the student with expertise in the theoretical aspects of E-products and E-services			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
1	Understand the concept, need and e-Business components.		L2
2	Relate the role of different Information Technology components in the implementation of e-business.		L4
3	Analyzethe impact of e-business on the performance of organization.		L4
Unit	Contents	Hours	Course outcomes
1	**e- Business:** Introduction to e-business, e-business models and applications, e-business architecture. Managing Security threats in e-Business. Development and the economic influence of the e-business. Issues in e-business , business Impact of e- business on organizations, Basic element of e-business: ICT Infrastructure, m-Commerce	10	C1,C2
Practical	Application of e-business in various sectors Case study based on practicing e-business in the organizations	5	
2	**E-Business Applications** E-Products and E-Services Classification of business webs: agora, aggregation, value chain, alliance, e-SCM and e-services, e-procurement, e-contracting, e-tendering, Government Electronic Market Portal	10	C1,C2
Practical	Illustrate the Process of e-tendering and discuss the benefits and limitations of e-tendering process	5	
Reference books: 1. Gary Schneider, Electronic Commerce, Sixth Edition, Course Technologies, 2006,			

ISBN: 0-619-21704-9
2. Management Information Systems –Text and Cases- WamanJawadekar, McGraw Hill
3. Management Information Systems-Managing a Digital Firm by Kenneth C Laudon, Jane P Laudon. PHI
4. E-Commerce by Murthy
5. Management Information System by Dr. V. D. Nandavadekar , Success Publication, Pune
6.Information Technology and E Business by Dr. S. Victor Anandkumar
7.e Commerce and e Business by Zorayda Ruth B. Andam
8. Government of India e- Market website: www.gem.gov.in

Useful links
https://www.bajajfinserv.in/e-business
https://razorpay.com/learn/difference-between-e-commerce-and-e-business/

Additional reading
1. International Journal of Electronic Business, Inderscience Publishers, ISSN online: 1741-5063, ISSN print: 1470-6067
2. Technoarete Journal on Advances in E-Commerce and E-Business (TJAEE), ISSN : 2583-3049 (Online)

CO-PO Mapping

	Programme Outcomes (PO)							
COs	1	2	3	4	5	6	7	8
CO1	2	3	2	0	2	0	3	2
CO2	0	3	0	0	2	2	2	2
CO3	2	3	2	2	2	2	3	2
Average	2	3	2	2	2	2	2.6	2

MBA II Sem II

Course Title	AI FOR BUSINESS		
Class and semester	MBA Part – I Semester - II		
Course Code	CC205		
Course Credit	4		
Teaching Scheme		**Examination Scheme**	
Lectures	**Practical**	**Internal Evaluation**	**University Examination**
40 Hrs	20 Hrs	40 marks	60 Marks

Course Outcomes: To make student learn the scope of Artificial Intelligence for Business. To educates the student in AI applications in different functional management areas. To make students learn the adoption strategies of AI and its business models. To provide the student with expertise in the theoretical aspects of AI in Industry 4.0		Bloom Taxonomy level
1.	Identify foundational knowledge of Artificial Intelligence from a business perspective.	L 2
2.	Categorize real-world applications of AI in various business domains.	L 4
3.	Formulate the tools to analyze the strategic impact of AI in organizations.	L6
4	Understand applications of AI in Industry 4.0	L 1

Unit	Contents	Hours	Course outcomes
1	**Introduction to AI:** Definitions, types, evolution, Introduction to AI branches, Importance of AI in the digital economy, AI vs traditional automation, Introduction to Expert system, Architecture and components of expert system, Challenges of AI in Shaping the Future of Work.	10	C1,C2
Practical	**Activity/Case Study:** • ChatGPT or AI Chatbot demo in customer interaction • Case: Netflix recommendation engine or Google Search AI	5	
2	**AI Applications in Functional Areas of Management** **Marketing:**Need and significance of AI in marketing, AI for marketing (Customer segmentation, personalization, ad targeting, sentiment analysis) **Finance:**Need and significance of AI in Finance , AI for Finance (Fraud detection, credit scoring, robo-advisors, algorithmic trading) **HR:**Need and significance of AI in HR, AI for HR(Talent acquisition, AI in interviews, employee analytics) **Operations & SCM:**Need and significance of AI in Operations, AI for Operations (Demand forecasting, predictive maintenance, logistics optimization)	10	C1, C2,C3
Practical	**Activity/Case Study:** AI-powered CRM (e.g., Salesforce, Einstein) Case: AI in Flipkart's supply chain or HDFC Bank's AI-based financial tools	5	
3	**Strategic Adoption & Business Models with AI** • AI as a strategic business tool • Developing an AI roadmap for businesses • Business model innovation with AI • AI readiness in Indian industries	10	C1, C2, C3, C4

	• Barriers to AI adoption in enterprises		
Practical	**Activity/Case Study :** • AI Readiness Assessment for a local business • Project: Build a simple AI strategy plan for a startup	5	
4	**AI in Industry 4.0** • Overview of Industry 4.0 and its components • Relationship between AI and Industry 4.0 • Importance of data in Industry 4.0 • AI as the brain of smart factories	10	C1, C2, C3, C4
Practical	**Activity/Case Study :** Applications of AI in smart factories	5	

References:

1. Bernard Marr, Matt Ward, "Artificial Intelligence in Practice", Wiley, 2019
2. RajendraAkerkar, "Artificial Intelligence for Business", Springer, 2019
3. Doug Rose, "Artificial Intelligence for Business", Pearson FT Press, 2020
4. Raj Venkatesan and Jim Lecinski, "The AI Marketing Canvas", Stanford Business Books,2021
5. Livia Rainsberger, "AI – The New Intelligence in Sales", Springer, 2022
6. Bahaaeddin A. M. Alareeni, Islam Elgedawy, "Aritficial Intelligence and Finance",Springer, 2023
7. *Artificial Intelligence for Business* by Doug Rose
8. Harvard Business Review (AI-related articles)
9. Online demos: Google AI, Microsoft Azure AI, ChatGPT

Useful links	1. https://www.sap.com/products/scm/industry-4-0/what-is-industry-4-0.html 2. https://www.coursera.org/specializations/ai-for-business-wharton		
Additional reading	1. Expert Systems with Applications, Elsevier Ltd. 2. Artificial intelligence, Elsevier Ltd. 3. Harvard Business Review (AI-related articles) 4. Online demos: Google AI, Microsoft Azure AI, ChatGPT		

CO-PO Mapping

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1		2				2	3	2			
CO2		3	2		2		3	3			
CO3	2	2	2	2	2	2	2	2			
CO4		3	3	2	2		2	2			
Average	2	2.5	2.3	2	2	2	2.5	2.25			