



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

**SHIVAJI UNIVERSITY, KOLHAPUR - 416004,
MAHARASHTRA**

PHONE: EPABX-2609000, www.unishivaji.ac.in, bos@unishivaji.ac.in

शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दुरध्वनी ०२३१-२६०९०९४



Ref./SU/BOS/Com & Mgt./ 558

Date : 15/09/2025

To,

**The Director,
Yashwantrao Chavan School of Rural Development
Shivaji University, Kolhapur**

**Subject :Regarding syllabi of MBA Rural Management Part-I (CBCS) (Sem.I & II)
degree programme under the Faculty of Commerce & Management**

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 Rural Management Part-I (Sem. I & II) (CBCS)** under the Faculty of Commerce & Management.

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
RURAL MANAGEMENT – MBA (RM)**

**YASHWANTRAO CHAVAN SCHOOL OF RURAL
DEVELOPMENT**

PART-I (SEMESTER-I and II)

In accordance with National Education Policy

with effect from Academic Year 2025-26

YASHWANTRAO CHAVAN SCHOOL OF RURAL DEVELOPMENT

SHIVAJI UNIVERSITY, KOLHAPUR

Master of Business Administration (Rural Management)

Under the Faculty of Commerce and Management

Program to be implemented from June, 2025

- A.** Ordinance and Regulations:-(as applicable to degree/programme)
- B.** Shivaji University, Kolhapur, New/ Revised Syllabus for **Master of Business Administration (Rural Management) 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 – Rural Management (MBA- RM) 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 Programme:

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: Acquire 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 Semesters and examinations will be as per the Shivaji university academic calendar. In addition there will be internal examinations for each paper conducted by the department.

5. Eligibility criteria for Admission: - In order to secure admission to first year of two-year full time MBA course, 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 e recognized by the UGC. • Candidate should appear for the YCSRD MBA entrance test conducted by Shivaji University. The score obtained in Common Entrance Test (MH-CET), conducted by the competent Authority of Maharashtra State will also be applicable for the MBA Admission. (as per Shivaji University rules).

YCSRD Entrance Syllabus:

There shall be a separate entrance test for M.B.A. programme of the YCSRD which will be conducted by the University in the Month of May / June of the academic year. 100 multiple choice questions will be asked carrying one mark each with no negative marking.

The syllabi for the entrance test shall consist of the following areas.

Section	Contents	No. of Questions	Marks
Section A	General Knowledge and Quantitative Aptitude	25	25
Section B	English Communication and Knowledge of Soft Skills	25	25
Section C	Course Specific Subject Knowledge - <ul style="list-style-type: none">• Rural development policies of the Govt.• Elementary knowledge of marketing• Elementary knowledge of human resource management• Elementary knowledge of finance and operations• General business knowledge	50	50
	Total	100	100

A final merit list of all the students shall be notified on the Shivaji University Website before the actual admission rounds. The information relating to all the admission rounds shall be notified on the Shivaji University Website.

6. **Intake of the Course:** 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 and Shivaji University regulations

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

Recommended Cadre Ratio shall be 1:2:6 or better. 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, 2026-2027, Page no. 96)

Note:

1. Senior faculty of Professor Grade should be appointed in General Management area. Post of Associate Professor and Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Human Resource Management, Operations Management and Agriculture Business Management
2. 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 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 (RM) Part -I Semester-I**

Paper No.	Course Code	Subjects	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
1	CC 101	Fundamentals of Management	4	4	40	60	100
2	CC 102	Management Accounting	4	4	40	60	100
3	CC 103	Managerial Economics	4	4	40	60	100
4	CC 104	Business Statistics	4	4	40	60	100
5	CC 105	Business Communication	4	4	40	60	100
6	CC 106	Organizational Behaviour	4	4	40	60	100
7	CC 107	Indian Knowledge System	4	4	40	60	100
8	SEC 101	Optional – A* (Internal)	2	2	50	--	50
		Total	30	30	330	420	750

MBA(RM) Part-I Semester-II

Paper No.	Course Code	Subjects	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Mark
9	CC 201	Marketing Management	4	4	40	60	100
10	CC 202	Financial Management	4	4	40	60	100
11	CC 203	Human Resource Management	4	4	40	60	100
12	CC 204	Operations Management	4	4	40	60	100
13	CC 205	Agriculture Business Management	4	4	40	60	100
14	CC 206	Legal and Business Environment	4	4	40	60	100
15	CC 207	Research Methodology	4	4	40	60	100
16	SEC 201	Optional – B* (Internal) / SWAYAM Course	2	2	50	--	50
		Total	20	30	330	420	750

MBA. (RM) Part-II Semester-III

Paper No.	Course Code	Subjects	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
17	CC 301	Strategic Management	4	4	40	60	100
18	CC 302	International Business	4	4	40	60	100
19	OJT 301	On the Job Training/Field Project/Research Project	4	4	50	50	100
20	DSE 301	Elective I- Paper-I	4	4	40	60	100
21	DSE 302	Elective-I Paper-II	4	4	40	60	100
22	DSE 303	Elective-II Paper-I	4	4	40	60	100
23	DSE 304	Elective-II Paper-II	4	4	40	60	100
24	SEC 301	Optional – C* (Internal) / SWAYAM Course	2	2	50	--	50
		Total	30	30	340	410	750

MBA. (RM) Part-II Semester-IV

Paper No.	Course Code	Subjects	Credits	Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
25	CC 401	Entrepreneurship and Startups	4	4	40	60	100
26	CC 402	Business Analytics	4	4	40	60	100
27	CC 403	Quality Management System	4	4	40	60	100
28	DSE 401	Elective I- Paper-III	4	4	40	60	100
29	DSE 402	Elective-I Paper-IV	4	4	40	60	100
30	DSE 403	Elective II- Paper-III	4	4	40	60	100
31	DSE 404	Elective-II Paper-IV	4	4	40	60	100
32	SEC 401	Optional – D* (Internal) / SWAYAM Course	2	2	50	--	50
		Total	30	30	330	420	750

32 Heads, Total Marks – 3000, 120 credits program.

Duration of one theory lecture 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					
6.0	I	24	2	-	-	4	30	PG Diploma
	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 (2Years)	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 & CGPA shall be rounded off to 2 decimal points.

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

Sr.	Existing subject	Equivalent subject
	MBA. Part-I Semester-I	MBA. Part-I Semester-I
1	Introduction to Rural Development	-
2	Economic Analysis for Rural Management	Managerial Economics
3	Quantitative Methods for Rural Development	Business Statistics
4	Financial, Cost and Management Accounting	Management Accounting
5	Principles and Practices of Rural Management	Fundamentals of Management

6	Organizational Behaviour	Organizational Behaviour
7	Business Communication	Business Communication
8	Computer Applications For Rural Management	----
	----	Indian Knowledge System
	----	OPTIONAL A* (Internal)
	MBA. Part-I Semester-II	MBA. Part-I
1	Economic Environment and Policy	----
2	Research Methodology	Research Methodology
3	Operations Research	----
4	Marketing Management in Rural Perspective	Marketing Management
5	Financial Management in Rural Perspective	Financial Management
6	Human Resource Management in Rural Perspective	Human Resource Management
7	Operations Management in Rural Perspective	Operations Management
8	Agriculture Business Management	Agriculture Business Management
		Legal and Business Environment
		OPTIONAL B* (Internal)

Sr.	Existing Subject	Equivalent Subject
	MBA. PART-II SEMESTER-III	MBA. PART-II SEMESTER-III
1	International Business Management	International Business
2	Strategic Management for Rural Industries	Strategic Management
3	Management Control System	----
4	Project Report & Viva-Voce	Internship /OJT
	ELECTIVE I - MARKETING MANAGEMENT	
	Paper I - Buying Behaviour And Brand Management	----
	Paper II - Retail and Rural Marketing	Paper II - Service and Retail Marketing
		Paper I – Advertisement and Marketing strategies
	ELECTIVE II - HUMAN RESOURCE MANAGEMENT	
	Paper I - HR planning and procurement	Paper I - Strategic Human Resource Management
	Paper II - Human Resource Development	Paper II – Human Resource Development
	ELECTIVE III - FINANCIAL MANAGEMENT	
	Paper I - Indian Financial System	Paper I - Indian Financial System
	Paper II - Financial Decision Analysis and Investment Management	Paper II - Financial Decision Analysis
	ELECTIVE IV - OPERATIONS MANAGEMENT	
	Paper I - Production Planning and Control	Paper I - Production Planning and Control

	Paper II - Inventory Management	Paper II - Materials & Inventory Management
	ELECTIVE V - AGRICULTURE BUSINESS MANAGEMENT	
	Paper I – Basics of Agribusiness	Paper I – Basics of Agribusiness
	Paper II - Agripreneurship	Paper II - Agripreneurship
		SWAYAM COURSE OR OPTIONAL C*(Internal)
	MBA. PART-II SEMESTER-IV	MBA. PART-II SEMESTER-IV
1	Rural Entrepreneurship Development	Entrepreneurship And Startups
2	Business Ethics	----
3	Legal Environment and Cooperative Laws	Legal and Business Environment (Semester II)
4	Global Quality System	Quality Management System
	----	Business Analytics
	ELECTIVE - I MARKETING MANAGEMENT	
	Paper III - Advertisement and Customer Relationship Management	----
	Paper IV - Marketing Strategies and Contemporary issues	----
		Paper III - Digital Marketing
		Paper IV– Rural and International Marketing
	ELECTIVE -II HUMAN RESOURCE MANAGEMENT	
	Paper III - Employee Remuneration	----
	Paper IV - Employee Relations and Labour Laws	Paper IV - Industrial Relations And Labour Legislation
		Paper III - Human Resource Metrics And Analytics
	ELECTIVE III- FINANCIAL MANAGEMENT	
	Paper III - Project Planning and working Capital Management	----
	Paper IV - Banking, insurance and Microfinance	----
		Paper III – Security Analysis and Portfolio Management
		Paper IV – International Finance
	ELECTIVE IV - OPERATIONS MANAGEMENT	
	Paper III - Purchasing and Supply Chain Management	Paper III - Global Operations & Logistics Management
	Paper IV - Project Management	----
		Paper- IV World Class Manufacturing
	ELECTIVE V - AGRICULTURE BUSINESS MANAGEMENT	
	Paper III – Global Agribusiness Logistics	Paper III – International Trade and Agriculture
	Paper IV – Agro processing, Packing and Quality Control	Paper IV – Agro processing, Packing and Quality Control
		SWAYAM COURSE OR OPTIONAL D*(Internal)

	Optional A* (Internal)
I	Chh. Shivaji The Management Guru
II	Corporate Social Responsibility and Sustainability
III	Recent Trends in Information Technology for Business
IV	Taxation
	Optional B* (Internal)
V	SWAYAM Course
VI	Negotiation Skills
VII	Business Models
VIII	E-Business
	Optional C* (Internal)
IX	SWAYAM Course
X	Creativity and Innovation
XI	Farmer Producer Organizations
XII	Rural and Cottage Industries
	Optional D* (Internal)
XIII	SWAYAM Course
XIV	Behavioural Finance
XV	AI in Business
XVI	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 SWAYAM 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 time to time, offered on SWAYAM platform of four credits are considered to be optional to two credits internal courses offered in the said syllabus.
- VI. The rules and regulations regarding SWAYAM courses extended by university authority 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 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	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. Mid-term test is to be conducted for each course for 10 marks and to be uploaded at Mid Term Test tab at university examination portal for each subject.
3. Instructions for OPEN BOOK examination:
 - a) The examination would be of 20 marks and of one hour 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 / Problem Solving

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, ATKKT 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 Sem-I and Sem-II combine will be allowed to keep the term (ATKKT)
- 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 give 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 3rd 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 at a course in the Internal Assessment is 25% more than the percentage of mark 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. (RM) Part -I	Post graduate Diploma in Business Administration (1 Year or two semesters)
Level 6.5	M.B.A. (RM) 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 and 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.

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

**MBA PART I SEMESTER I
DETAILED SYLLABUS**

Paper No.	Course Code	Subjects	Credits	Teaching Scheme		Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
				Lectures	Practical				
1	CC 101	Fundamentals of Management	4	40 Hrs	20 Hrs	4	40	60	100
2	CC 102	Management Accounting	4	40 Hrs	20 Hrs	4	40	60	100
3	CC 103	Managerial Economics	4	40 Hrs	20 Hrs	4	40	60	100
4	CC 104	Business Statistics	4	40 Hrs	20 Hrs	4	40	60	100
5	CC 105	Business Communication	4	40 Hrs	20 Hrs	4	40	60	100
6	CC 106	Organizational Behaviour	4	40 Hrs	20 Hrs	4	40	60	100
7	CC 107	Indian Knowledge System	4	40 Hrs	20 Hrs	4	40	60	100
8	SEC 101	Optional – A (Any One) (Internal) I. Chh. Shivaji The Management Guru II. Corporate Social Responsibility and Sustainability III. Recent trends in Information Technology for Business 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	CC 101		
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 area of management 3. To Learn the functions and principles of management 4. To Familiarized 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: meaning 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		
Reference books: 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. Fundamentals of Management (Essential concepts and Applications)—Stephen P. Robbins--Pearson 4. 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 5. Management Today Principles and Practice—Gene Burton, Manab Thakur, Tata McGraw hill Education Private limited 6. Management; A Global and Entrepreneurial Perspective Heinz Weihrich, Mark 7. V. Cannice, Harold Koontz, Tata McGraw hill Education Private limited Principles of Management—T. Ramaswamy-- Himalaya publishing house Business Ethics and Corporate Governance: Dr. S. S. Khanka; SChand and Company Pvt Ltd; 8. Business Ethics-C.S.VMurty, Himalaya publishing house 9. Corporate Governance values and Ethics, Dr. Neeru Vasishta, Dr. Namita Rajput Business Ethics – Manisha Paliwal 10. Case studies in management: An Indian Perspective---Dr. Pranav Sarswat—Himalaya publishing house			

Useful links

1. <https://www.coursera.org/learn/fundamentals-of-management><https://economictimes.indiatimes.com/topic/business-management>
2. https://renessans-edu.uz/files/books/2024-01-05-06-02-05_fe8bd49743191d87adf37b6db68130ac.pdf<https://www.lingayasvidyapeeth.edu.in/sanmax/wp-content/uploads/2024/01/Case-Studt-for-management-supervisory-training.pdf><https://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/2963><https://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 - II		
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 the 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/Screeners 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, RamkumarKakani 5^e
3. Business Accounting and Financial Management- Subhash Chandra Das
4. Financial Accounting for Managers-Sanjay Dhamija 2^e
5. Advanced Accountancy - Shukla M.C. and Grewal T.S.
6. Cost Accounting - Jawahar Lal
7. Advanced Cost Accounting - Jain S.C. and Narang K.L.
8. Cost and Management Accounting - M.E. Thukaram Rao

9. Management Accounting- I. M. Pandey 10. Principles and Practice of Management Accounting - Manmohan Goel 11. 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	CC 103		
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	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 1. Mehta, P. L. (2016). <i>Managerial economics: Analysis, problems and cases</i> (8th ed.). Sultan Chand & Sons. 2. Mithani, D. M. (2019). <i>Managerial economics: Theory and applications</i> (Revised ed.). Himalaya Publishing House. 			

<ol style="list-style-type: none"> McEachern, W. A., & Kaur, S. (2022). <i>Economics: A contemporary introduction – Indian adaptation</i> (12th ed., Indian ed.). Cengage Learning India. Ahuja, H. L. (2020). <i>Modern microeconomics: Theory and applications</i> (21st ed.). S. Chand Publishing. Dwivedi, D. N. (2018). <i>Managerial economics</i> (8th ed.). Vikas Publishing House. Mishra, S. K., & Puri, V. K. (2023). <i>Indian economy</i> (41st ed.). Himalaya Publishing House. Datt, R., & Sundharam, K. P. M. (2023). <i>Indian economy</i> (75th ed.). S. Chand & Company Ltd. 								
<p>Useful links:</p> <ol style="list-style-type: none"> RBI and Economic Survey of India https://www.rbi.org.in, https://www.indiabudget.gov.in/economicsurvey/ NPTEL course: Managerial Economics by Prof. Trupti Mishra (IIT Bombay) India Stat (Basic version)- https://www.indiastat.com Production and Cost –NPTEL –IIT Madras (Prof.Arshad) 								
<p>Additional reading:</p> <ol style="list-style-type: none"> The Rise of the Indian Economy by Pulapre Balakrishnan India's Long Road: The Search for Prosperity by Vijay Joshi The Undercover Economist by Tim Harford 								
CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	3	2	2	-	1	-	2	1
CO2	3	3	3	-	1	-	2	1
CO3	3	2	3	-	1	-	2	1
CO4	3	3	3	-	1	-	2	1
Average	3	2	2.2	0	1	0	2	1

PROGRAM-SPECIFIC OUTCOMES (FOR ELECTIVE - 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	CC 104
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,	10	C3,C4

	control charts, 3-sigma control limits, Tools of SQC, Control charts for variables and attributes. Examples		
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.	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 Techniques for Decision Making- Anand Sharma, Himalaya Publishing House
3. 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.com> <https://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				1	1	2	2	
CO2	1	2	3	1			2	1	1	2	
CO3	2	3	1		1	1	2	1			1
CO4	2	3	2	1			1	2		2	1
Average	2.5	2.5	2	1	1	1	2.5	2	2	2	2

Course Title	BUSINESS COMMUNICATION		
Class and semester	MBA Part – I Semester - I		
Course Code	CC 105		
Course Credit	2		
Teaching Scheme		Examination Scheme	
Lectures	Practical	Internal Evaluation	University Examination
40 Hrs	20 Hrs	40 Marks	50 Marks
Course Objectives			
<p>After studying this course students will</p> <ol style="list-style-type: none"> 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:Demonstrate effective verbal, non-verbal and written communication		L3
3	CO3: Compose professional emails, memos, reports, and proposals using appropriate structure, tone, and formatting conventions.		L4
4	CO4: Analyze and use modern digital tools and platforms to communicate effectively and professionally.		L6
Unit	Content	Hours	Course outcomes
I Theory	<p>Foundations of Business Communication</p> <ul style="list-style-type: none"> • Introduction to Business communication: Communication: Features of Communication, Objectives of Communication, Process of Communication, Elements of Communication, Forms of Communication, • Principles and Elements of Effective Communication: 7C's of Communication, Communication barriers, Active listening in Business 	10	CO1

Practical	<ul style="list-style-type: none"> In groups, role play different communication scenarios (e.g., formal meeting, informal lunch chat, team chat, presentation). 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. 	5	
II Theory	<ul style="list-style-type: none"> Verbal Communication Techniques: Art of Speaking, Speech Styles. Oral Presentation- Preparation of Formal Speech, Meetings, Interviews, Group Discussion, Debate, Elocution, Extempore. Non-verbal Communication: Meaning, Characteristics & classification of Non-verbal Communication, Body Language, Gestures, Postures. Listening & observation skills. 	10	CO2
Practical	<ul style="list-style-type: none"> Students are given topics to come forward and give presentations. Mock interviews to be taken. Group discussion activity to be taken with groups of 10 - 12 students. 	5	
III Theory	Business Writing and Correspondence: <ul style="list-style-type: none"> Business Writing: Application Letter, Enquiries and replies, Circulars, Quotations, Order, complaint and their reply, invitation letters and its reply. Memos, Progress report, Minutes of meeting Report writing: - Importance and Techniques of report writing, Investigation Reports, Survey Reports, Inspection Reports; Paragraph writing: - Techniques of paragraph writing. 	10	CO3
Practical	<ul style="list-style-type: none"> Write a professional email / memo by taking a sophisticated topic Develop an outline for a report analyzing customer feedback, including headings like Introduction, Methodology, Findings, Conclusion, and Recommendations. 	5	
IV Theory	<ul style="list-style-type: none"> Etiquettes – Meaning and Need of Etiquettes, Factors influencing Etiquettes. Types of Etiquettes -Social, Personal, Family, Business, Telephone, Emails. Digital communication- Application of Electronics media and communication, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, Fax, E-mail. Recent Trends in Digital Communication 	10	CO4

Practical	<ul style="list-style-type: none"> • Role play of phone etiquettes of a customer care service executive • Use Grammarly or Hemingway Editor to evaluate a draft email or memo. • Use teams, google meet, zoom for online meeting. 		
-----------	--	--	--

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. Kuma Sanjay, Pushp Lata, *Communication Skills*, Oxford University Press, New Delhi, 2018 First Edition
5. Inthira S.R. and Saraswath V. *Enrich Your English*, OUP, New Delhi 1997.
6. Lester Mark, Tata McGraw, *Handbook of English Grammar and Usage*, Hill Publishing Company: New Delhi, 2018
7. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), *Business Communication*, 13th Edition, New Delhi: McGraw Hill Education.
8. Mukerjee, H.S. (2013), *Business Communication*, 2nd Edition, OUP India.
9. Pearson, *Business English, Language, Literature and Creativity*, Orient Blackswan, 2013.
10. Raman, M. and Singh, P. (2012), *Business Communication*, 2nd Edition, New Delhi: Oxford University Press.

Useful Links:

1. Harvard Business Review–Communication Section <https://hbr.org/topic/communication>
2. Purdue Online Writing Lab (OWL) <https://owl.purdue.edu>
3. <https://www.iosrjournals.org/iosr-jbm/papers/Vol19-issue5/Version-5/G1905055965.pdf>
4. <https://www.sciencedirect.com/science/article/pii/S1877042814053973>
5. <https://open.lib.umn.edu/businesscommunication/>
6. <https://www.mckinsey.com>
7. <https://www2.deloitte.com>

Additional Reading:

1. *Business Communication: Building Critical Skills* by Kitty Locke & Stephen Kaczmarek, Pearson
 2. *Excellence in Business Communication* by John V. 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>
- 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		1	1	2
CO2	2	1	1	3		1		2
CO3	2	1	1	3	2	3		2
CO4		1	1	3	2	2		2
Average	1.25	1	1	3	2	1.75	1	2

Course Title	ORGANIZATIONAL BEHAVIOUR		
Class and semester	MBA Part – I Semester - I		
Course Code	CC 106		
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; <ul style="list-style-type: none"> 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. 			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, 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)	10	C1,C2
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 behaviour.	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 & 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, laissez-fair; Contemporary issues in leadership, Roles & activities of leadership.	10	C3, C7
Practical	Group activity- Prepare a documentary on an inspiring leader and present it in class. (Maximum 5 students) Conduct Stress management test of your colleagues. Case studies on conflict, group and stress.	5	
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 : <i>Human Behavior at Work: Organizational Behavior</i> McGraw Hill Education 4. Udai Pareek : <i>Understanding Organizational Behavior</i> Oxford University Press 5. K. Aswathappa: <i>Organizational Behaviour</i> - Himalaya Publishing House 6. M.N. Mishra: <i>Organizational Behaviour</i> : 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)							
	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		L 2

	Indian Knowledge System and its relevance to modern life and management.		
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:	10	CO4

	Ahimsa, recycling, and organic farming, Traditional Indian knowledge in textiles, food processing, and engineering, Role of local knowledge systems in modern development		
Practical	Survey and Documentation of Indigenous Sustainable Practices	05	
Reference books: <ol style="list-style-type: none"> 1. Introduction to Indian Knowledge Systems, AICTE (2022 Edition) 2. R. Shamasastri, 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 <ol style="list-style-type: none"> 1. https://iksindia.org/ 2. https://en.wikipedia.org/wiki/Indian_Knowledge_Systems 3. https://onlinecourses.swayam2.ac.in/ntr25_ed18/preview 			
Additional reading <ol style="list-style-type: none"> 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 (Any One) (Internal)			
Sr.	Name of the Subject	Credits	Total Marks
1	Chh. Shivaji The Management Guru	2	50
2	Corporate Social Responsibility and Sustainability	2	50
3	Recent Trends in Information Technology for Business	2	50
4	Taxation	2	50

DETAILED SYLLABUS
OPTIONAL A SUBJECTS (INTERNAL)

Course Title		CHH. SHIVAJI THE MANAGEMENT GURU	
Class and semester		MBA Part – I Semester - I	
Course Code		SEC 101	
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: Chhatrapati Shivaji Maharaj and Henry Fayol's 14 principles	10	C1,C2
Practical	Compare the HR skills of Chhatrapati 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	10	C2,C4

	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		
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.KedarPhalke, Publisher; ShriShivaji 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' - NamdeoJadhav

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	-	-	-	1
CO2	3	2	2	2	-	2	-	1
CO3	3	2	2	2	-	2	-	1
CO4	3	3	3	3	-	-	-	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	SEC 101	
Course Credit	2	
Teaching Scheme		Examination Scheme
Lectures	Practical	Internal Evaluation
20 Hrs	10 Hrs	50 Marks
Course Objectives		

Course Description	<p>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.</p>
Course Objectives	<ol style="list-style-type: none"> 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: CO1: Understand various CSR theories and models, explaining their historical evolution and relevance in both global and Indian business contexts. CO2: 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. CO3: 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). CO4: 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 a) Theory	CSR Legislation, Policies, and Frameworks: Companies Act 2013 (Section 135) and its implications for CSR in India, National Guidelines on Responsible	10 Hrs.

	<p>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).</p> <p>CSR and Digital Responsibility:</p> <p>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.</p>	
b) Practical	<p>Library Exercise:</p> <p>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.</p> <p>b) Identify and examine organizations' primary challenges while engaging in CSR activities in the digital era.</p>	5 Hrs.
Note:	Real world examples/cases are expected to be discussed in the class.	
Reference Books:		
<p>1. Corporate Social Responsibility in India – Sanjay K. Agrawal</p> <p>2. Handbook on Corporate Social Responsibility in India CII</p> <p>3. Corporate Social Responsibility; Concept s& Cases; The Indian – C.V. Baxi, Ajit Prasad.</p> <p>4. Corporate Social Responsibility – John Hankok.</p> <p>5. Corporate Social Responsibility; an Ethical Approach – Mark S. Schwartz.</p> <p>6. Baxi. C. and Prasad. A (2013). Corporate Social Responsibility, Concept & Cases: The Indian Experience, Excel Books, New Delhi.</p> <p>7. Handbook of Corporate Sustainability: Framework, Strategies and Tools – M.A. Muhammad Abu B. Siddique</p>		

8. "Artificial Intelligence and Foreign Affairs: AI, human rights, ethics and global governance" by Mario Torres Jarrín.
9. "Technology Ethics: A Philosophical Introduction and Readings" by Gregory Robson and Jonathan Y. Tsou.
10. "Corporate Social Responsibility in the Digital Age" edited by Ana Adi, David Crowther, and Georgiana Grigore
11. Corporate Social Responsibility & Sustainability by Dr. Pradip Kumar Sinha (Nirali Prakashan)
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

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

Course Title	RECENT TRENDS IN IT FOR BUSINESS		
Class and semester	MBA Part – I Semester - I		
Course Code	SECC 101		
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 IT businesses, technology, trends.			
2. To study different types of business information systems for managing companies.			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level

1.	CO1: Understand the fundamental role of IT in business and its impact on organizational processes and decision-making.	L 2	
2.	CO2: Analyse various business information systems and their applications in improving organizational efficiency and customer relations.	L 2	
3.	CO3: Develop IT strategies aligned with business goals and manage IT projects, security, and risks effectively.	L6	
4	CO4: Evaluate emerging IT technologies and trends to drive innovation and digital transformation in business.	L 5	
Unit	Contents	Hours	Course outcomes
1	Introduction to IT and Business: Role of IT in modern business environment , Types of information systems (Transaction Processing Systems, MIS, DSS, ESS) , IT infrastructure: hardware, software, networks, and databases , Business processes and IT alignment , Impact of IT on business operations and decision-making	10	C1, C2
Practical	Visit IT firm and understand various IT infrastructure elements.	5	
2	Information Systems and Business Applications Enterprise Resource Planning (ERP) systems , Customer Relationship Management (CRM) systems, Supply Chain Management (SCM) systems, Knowledge Management Systems (KMS), E-Commerce and E-Business applications, Case studies on successful IT implementations	10	C1, C3, C4
Practical	Solve case study of companies who have successfully implemented ERP	5	
Reference books: 1. Management Information Systems: Managing the Digital Firm By Kenneth C. Laudon and Jane P. Laudon 2. Information Technology for Management: Advancing Sustainable, Profitable Business Growth By Efraim Turban, Linda Volonino 3. Essentials of Business Processes and Information Systems By Simha R. Magal and Jeffrey Word 4.IT Strategy: Issues and PracticesBy James D. McKeen and Heather Smith 5. Digital Business and E-Commerce Management By Dave Chaffey 6. The Innovator’s Dilemma By Clayton M. Christensen			
Useful links https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights https://www.gartner.com/en/information-technology/insights/top-technology-trends https://www2.deloitte.com/us/en/pages/technology/articles/technology-trends.html			
Additional reading: Digital Transformation: Survive and Thrive in an Era of Mass Extinction - Thomas Siebel (Covers AI, IoT, and cloud computing in business) Scrum: The Art of Doing Twice the Work in Half the Time - Jeff Sutherland (Agile methodologies for IT projects) The Fourth Industrial Revolution - Klaus Schwab (IoT, AI, and smart factories)			

CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	1	2	1	1	3	1	3	2	2	-	1
CO2	3	1	1	2	–	2	1	-	2	2	-
CO3	2	3	3	-	2	3	1	1	-	2	1
CO4	1	1	3	1	1	2	2	1	2	2	1
Average	2	2	2	1	1.5	2	1.67	1	1.5	1.5	1

Course Title		TAXATION	
Class and semester		MBA Part – I Semester - I	
Course Code		SEC 101	
Course Credit		2	
Teaching Scheme		Examination Scheme	
Lectures	Practical	Internal Evaluation	
20 Hrs	10 Hrs	50 Marks	
Course Objectives			
3. To acquaint students with the concept of GST			
4. 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 taxation applicable to few commodities levied by either Central or State Government.	10	C1, C3, C4
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

Systematic Approach to Taxation–Dr. Girish Ahuja & Dr. Ravi Gupta

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	-	-	-	-	-	-	-
CO2	2	-	-	-	-	-	-	-
CO3	2	2	2	-	1	-	-	-
CO4	2	2	2	-	1	-	-	-
Average	2	2	2	0	1	0	0	0

MBA PART I SEMESTER II

DETAILED SYLLABUS MBA PART I SEMESTER II

Paper No.	Course Code	Subjects	Credits	Teaching Scheme		Weekly Sessions	Internal Marks	Uni. Exam	Total Mark
				Lectures	Practical				
9	CC 201	Marketing Management	4	40 Hrs	20 Hrs	4	40	60	100
10	CC 202	Financial Management	4	40 Hrs	20 Hrs	4	40	60	100
11	CC 203	Human Resource Management	4	40 Hrs	20 Hrs	4	40	60	100
12	CC 204	Operations Management	4	40 Hrs	20 Hrs	4	40	60	100
13	CC 205	Agriculture Business Management	4	40 Hrs	20 Hrs	4	40	60	100
14	CC 206	Legal and Business Environment	4	40 Hrs	20 Hrs	4	40	60	100
15	CC 207	Research Methodology	4	40 Hrs	20 Hrs	4	40	60	100
16	SEC 201	Optional – B (Any One) (Internal) I. SWAYAM Course II. Negotiation Skills III. Business Models IV. 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 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	10	CO1, CO3

	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, Sales Promotion, Personal Selling, Publicity and Public Relation	10	CO1, CO4
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: <ol style="list-style-type: none"> 1. Marketing Management-A South Asian Perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abrahamand, Jha Mithileshwar, Pearson. 2. Marketing Management – Kotler, Keller, Shernev, Sheth, Shainesh, Pearson India Education Services Pvt. Ltd. 3. Marketing Management-Ramswamy V. S., Namakumari S., Sage Publications India Pvt. Ltd. 4. Principles of Marketing – Kotler, Arstrong, Balasubmanian, Agnihotri, Pearson Education 5. Marketing Management-Rajan Saxena, McGraw-Hill. 6. Marketing-Etzel, Walker B., Stanton W., Pandit A., Tata McGraw-Hill. 7. Marketing Management- Karunakarn K-Himalaya Publication, New Delhi. 			
Useful links: <ol style="list-style-type: none"> 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	CC 202		
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			Bloom

to			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:			
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)

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.doccity.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	-	1	-	-	-	3	1	1
CO2	2	2	3	-	1	-	-	-	-	2	2
CO3	3	2	3	-	2	-	-	-	-	-	1
CO4	3	3	3	-	1	-	-	-	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)

PSO 1:	Demonstrate the ability to design, implement, and evaluate HR policies and strategies that align with organizational goals, ensuring compliance with labour laws and ethical standards.
PSO 2:	Apply modern recruitment, training, and performance management techniques to attract, retain, and develop a skilled workforce, fostering a culture of continuous learning and employee engagement.
PSO 3:	Develop skills to mediate workplace conflicts, promote diversity and inclusion, and enhance employer-employee relationships through effective communication and negotiation strategies.

Course Title	HUMAN RESOURCE MANAGEMENT			
Class and semester	MBA Part – I Semester - II			
Course Code	CC 203			
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.				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
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	C2

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	C3
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: 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.	10	C4
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. Human Resource Management - A South Asian Perspective- Robert L. Mathis, John H. Jackson, Manas Rajan Tripathy; Cengage Learning, New Delhi 3. Managing Human Resources - Wayne F. Cascio, Ranjeet Nambudiri; McGraw Hill, New Delhi 4. Managing Human Resources - Luis R. Gomez - Mejia, David B. Balkin, Robert L. Cardy; Pearson, Chennai & New Delhi 5. Human Resource Management, H. JohnDr. S.S. Khanka, Sultan Chanda, Delhi. 6. Human Resource Management, C.B. Mamoria, Himalaya Publishing House 7. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd. 8. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Compnay.			
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 Specialization

(OPERATIONS 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	CC 204		
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 facility planning for efficient operations. 3. To develop knowledge of production planning, inventory control, and material management techniques. 4. To evaluate modern manufacturing technologies 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 of Productivity.	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 Management: Facilities management: location of facilities – Selection of Factors affecting location, layout of facilities – Types of layout (Product, Process, Fixed positions, Combination), Maintenance of facilities), Materials handling - Equipments	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 give presentations on the	5	

	technological adoption.		
3	Production Planning and Materials Management: Objectives of PPC, functions of PPC – Estimating, Routing, Scheduling, Loading, Dispatching, Follow up, Inspection, Corrective action Introduction to materials management: Objectives, types and costs of materials management, 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. Highlighting scope of implementing inventory control techniques in it with details. Submit a report.	5	
4	Manufacturing Technology: Manufacturing technology management, CAD/CAM, Group Technology, Just-in-time, flexible Manufacturing system, Industry 4.0 & Smart Manufacturing, Additive Manufacturing (3D Printing), Robotics, AI in manufacturing	10	C4
Practical	Visit an organization, study existing project management tools. 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. **K. Aswathappa & K. Shridhara Bhat**, *Production and Operations Management*, Himalaya Publishing House, Mumbai.
4. **PremVrat, G.D. Sardana, B.S. Sahay**, *Materials Management*, Springer, New Delhi.
5. **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		
PO->	1	2	3	4	5	6	7	8	1	2	3
CO1	2	2	3	2	3	2	1	1	2	2	2
CO2	2	3	2	2	3	2	2	1	2	2	2
CO3	2	2	1	2	2	2	3	2	2	3	2
CO4	2	3	2	2	3	3	2	2	2	3	2
Average	2	2.5	2	2	2.75	2.25	2.5	2	2	2.5	2

Course Title	AGRICULTURE BUSINESS MANAGEMENT		
Class and semester	MBA Part – I Semester - II		
Course Code	CC 205		
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, of agribusiness. 2. To explore national policies of India regarding agriculture. 3. To develop knowledge of agro processing industries in India 4. To evaluate legal and recent trends in agriculture.			
Course Outcomes: On successful completion of the course the learner will be able to			Bloom Taxonomy level
CO 1.	Apply basic principles of management in agri- business		L 2
CO 2.	Identify concepts relating to risk management, human resources and financial aspects.		L 3
CO 3.	Discuss the perspectives and shortcomings of sustainability approaches in Agri-business.		L 5
CO 4.	Develop their own plans and techniques of business & marketing.		L 6
Unit	Contents	Hours	Course outcomes
1 Theory	Introduction to Agribusiness: Nature, definition, scope and functions. Agribusiness input and output services, Difference between farm and nonfarm sectors, Importance of small agribusinesses, Successful Agri-business enterprises.	10	C1
Practical	Visit a successful entrepreneur in agriculture nearby and study his qualities.	5	
2 Theory	Agricultural Marketing: Definition of market and agricultural marketing, Royal Commission on Agriculture, Agricultural Marketing Organizations, Bureau of Indian Standards (BIS). National Agriculture Policy of India	10	C2
Practical	Study of various marketing innovations and discuss it in classroom.	5	
3 Theory	Agro-processing industries in India: Management and processing of Sugar industry- Dairy processing –cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – medicinal plants. Problems and prospects of Agro-processing industries in India.	10	C3
Practical	Study any one agro processing industry and make a report.	5	
4 Theory	Business Legislation: Essential Commodities Act, Food Adulteration Act, Food safety and standards, consumer protection Act. Recent Trends in Agri-business management: ITC e-	10	C4

	choupal, precision farming, and logistics in agri products in India.										
Practical	Case study of recent trends in agriculture should be solved.								5		
Reference books:											
1. M.Upton & B.O. Anloio - “farming As a Business” Oxford university press. New York											
2. ‘S.S. Achary’ N.L. Agarwal - “Agricultural Marketing in India.											
3. ‘S.K. Misra’ V.K. Puri - Indian Economy’, Himalaya publishing House Mumbai.											
4. Bhav S.W.’ - “Agri-Business management in India”											
5. ‘Smita Diwase’ - “Agri-Business Management”, Everest Publishing House Pune-4											
Additional reading:											
1. Agricultural Finance in India – M. L. Patel											
2. Agripreneurship: Opportunities in Indian Agriculture – M. H. Bairwa & S. L. Meena											
CO-PO Mapping											
	Programme Outcomes (PO)								PSOs		
PO->	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	2	2	3	3	2	2	3	2	3
CO2	3	2	2	3	3	3	2	2	3	2	3
CO3	2	1	3	3	2	2	2	2	2	2	2
CO4	3	2	2	2	3	3	3	2	3	3	3
Average	2.75	1.75	2.25	2.5	2.75	2.75	2.25	2	2.75	2.25	2.75

Course Title	LEGAL AND BUSINESS ENVIRONMENT		
Class and semester	MBA Part – I Semester - I		
Course Code	CC 206		
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
1	The Law of Contracts and Sale of Goods Importance of legal knowledge to managerial personnel and entrepreneurs. Indian Contract Act, 1872: <ul style="list-style-type: none"> General rules relating to formulation of contract 		10
			Course outcomes
			C1,C2

	<ul style="list-style-type: none"> ▪ 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. <p>Sale of Goods Act, 1930: General principles, Implied conditions and warranties, transfer of ownership.</p> <p>E- Contracts & E-Signatures: meaning, types, benefits of E-contracts, Foundational Principles from the Indian Contract Act, 1872. Digital signature: meaning and Certifying Authorities.</p>		
Practicals	<ol style="list-style-type: none"> 1. Drafting general agreement/Agreements 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	<p>Corporate Law & Intellectual Property Rights Formation, Features & Core Concepts of Company</p> <ul style="list-style-type: none"> ▪ The Company: Meaning, Types & Features ▪ Company Formation & Constitutional Documents i.e. MOA and AOA. ▪ Winding up of Company. <p>Intellectual Property Rights (IPRs):</p> <ul style="list-style-type: none"> ▪ Overview of Copy right, Trademark, Patents. ▪ Importance of IPRs for business innovation and competitiveness. ▪ Registration of IPRs (basic process). ▪ Remedies for Infringement of IPRs. <p>Simplified Compliance for Start-ups: Government initiatives for ease of doing business.</p>	10	C1,C2
Practicals	<ol style="list-style-type: none"> 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	<p>Macro Business Environment & Economic Landscape</p> <p>Introduction to Business Environment: Definition, characteristics, Components, Significance of business environment, Stages of Environment analysis.</p> <p>Economic Environment: Meaning, New Economic policy 1991, its features(Liberalisation- Privatisation- Globalisation), Impact of Economic policy changes on business and industry.</p> <p>Socio-Cultural Environment: Meaning, Impact of Socio-cultural Environment on business, Social responsibility of</p>		C3

	<p>business.</p> <p>Technological Environment: Meaning, features, Impact of technology.</p> <p>Natural Environment: meaning, Impact of natural environment, Introduction to Air pollution, Water pollution, soil pollution, Global warming,</p> <p>Digital Public Infrastructure (DPI) & India Stack: Impact of UPI, Aadhaar on India's economic landscape and digital inclusion.</p>		
Practicals	<p>1. Analyse a business case where understanding the socio-cultural or economic environment was crucial for a company's success or failure. OR</p> <p>2. Analysing the Impact of Digital Public Infrastructure (DPI) Eg UPI, Aadhaar on kirana stores, street vendors, restaurants in Local area.</p>	05	
4	<p>Global and Political Business Environment</p> <p>Globalization of Business: Meaning, features, stages, essential conditions for globalization, Globalisation of Indian Business Why do companies go Global? Challenges for local businesses.</p> <p>Environment for MNCs: Meaning, merits & demerits of MNCs, Indian MNCs</p> <p>Foreign Trade and Investment: Foreign Trade Policy, Promotional measures, Export Promotion, Introduction to Export Processing Zones-Special Economic Zones-Export Houses.</p> <p>Political and Legal Environment: Meaning, Responsibilities of government to Business, Responsibilities of Business to Government.</p>	10	C4
Practicals	<p>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</p> <p>2. Choose a global company. Find reasons why it operates in other countries and challenges it faces there. Write a report on these findings to understand global business basics.</p>	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. Pathak, Legal Aspects of Business, Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Ahuja, V.K. Law Relating to Intellectual Property Rights. LexisNexis.
5. Dr.Gopalakrishnan, N.S. &Agitha, T.G. Principles of Intellectual Property. Eastern Book Company.
6. Mittal D.P. Law of Consumer Protection with E-Commerce. Commercial Law Publication
7. Maheshwari & Maheshwari, Mercantile Law. Himalaya Publishing House. Mumbai.
8. Francis Cherunilam, Business Environment. Himalaya Publishing House.
9. Dr. C.N. Sontakki&Dr.Prakash M. Herekar. Business Environment. Mehata Publishing House
10. Dr.Sawalia Bihari Verma. Business Environment. Vayu Education of India

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	-	-	-	-	1	-	-
CO2	-	1	1	-	-	1	-	-
CO3	3	3	2	-	-	2	3	-
CO4	-	3	3	-	-	2	2	3
Average	2.0	2.33	2.0	0	0	1.5	2.5	3

Course Title	RESEARCH METHODOLOGY		
Class and semester	MBA Part – I Semester - II		
Course Code	CC 207		
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,	10	C1, C3, C4

	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.		
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. Methods of Social Survey Research – Bajpai
5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi
6. Research Methodology – R. Panneer Selvan, PHI
7. Research Methodology The Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep
8. Research Methodology Methods, Tools & Techniques – Gopal Lal Jain, Mangal Deep Pub. Jaipur
9. 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	-	3	1	1
CO2	-	3	3	-	-	-	-	1
CO3	1	3	3	-	-	-	2	1

CO4	1	2	3	2	-	-	-	1
CO5	2	1	1	1	-	-	-	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	E- Business	2	50

**DETAILED SYLLABUS
OPTIONAL B SUBJECTS (INTERNAL)**

Course Title		NEGOTIATION SKILLS	
Class and Semester		MBA Part – I Semester - II	
Course Code		SEC 201	
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,		CO1, CO3,

	Managing Difficult Emotions 7. Power and Ethics in Negotiation: Sources of Power, Fairness, Trust, Ethical Dilemmas		
Practical	<ul style="list-style-type: none"> • 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 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)		CO1,CO2, CO4
Practical	<ul style="list-style-type: none"> • 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: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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
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	SEC 201		
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 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.		L 4, 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. Find out 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 Competition, 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: <ol style="list-style-type: none"> 5. Business Models for Startups by Anilkumar, Mishra & Saiprasad Himalaya Publishing House, 2022 6. Entrepreneurial Development by S.S. Khanka. Published by S. Chand and Company Ltd. New Delhi 7. Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi 8. The Origin and Evolution of New Businesses by Amar V. Bhide, published by oxford university press New York. 9. The Business Model Book: Design, build and adapt business ideas that drive By Adam J. Bock, Gerard George, Published by Pearson Education Ltd.UK 10.Digital Business and E-Commerce Management -Chaffey, D. (2022). (8th ed.). Pearson Education. 11.Artificial Intelligence for Business- Rose, D. (2020). (2nd ed.). Pearson Education. 12.EDGE: Value-Driven Digital Transformation- Mehta, J., & Mehta, S. (2019).. Pearson Education. 13.Open business models: How to thrive in the new innovation landscape.Chesbrough, H. (2006). Harvard Business Review Press. 14.The new age of innovation: Driving cocreated value through global networks.Prahalad, C. K., & Krishnan, M. S. (2008). McGraw-Hill. 15.Catalyst code: The strategies behind the world's most dynamic companies.Evans, D. S., & Schmalensee, R. (2007). Harvard Business Review Press. 			
Suggested Case Studies: <ol style="list-style-type: none"> 1. Case studies must be discussed and solved in classroom. 2. NPTEL Videos can be displayed on related topics. 			

<p>Useful links:</p> <ul style="list-style-type: none"> • 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/why-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/2025/04/10937954/25mYGOoIqdi • 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 								
<p>Additional reading:</p> <ol style="list-style-type: none"> 1. 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, AR commerce, DAOs, and data monetization. 								
CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	1	2	1	1	3	1	3	2
CO2	3	1	1	2	—	2	1	-
CO3	2	3	3	-	2	3	1	1
CO4	1	1	3	1	1	2	2	1
Average	2	2	2	1	1.67	2	1.67	1

Course Title	E - BUSINESS		
Class and Semester	MBA Part – I Semester - II		
Course Code	SEC 201		
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 and explain the fundamental concepts, models, and scope of E-Business and its impact on global markets.		L2
2.	Analyze the technological infrastructure and security measures that enable effective and secure E- Business operations.		L4
3.	Develop strategies for implementing E-Business models and apply marketing, CRM, and SCM tools in digital business environments.		L6
4.	Evaluate emerging technologies and trends in E-Business and assess their potential to transform business processes and models.		L5
Unit	Contents	Hours	Course outcomes
1	Introduction to E-Business and E-Commerce: Definition and scope of E-Business and E-Commerce, History and evolution of E-Business, Types of E-Business models (B2B, B2C, C2C, C2B), E-Business infrastructure: Internet, Intranet, and Extranet Advantages and challenges of E-Business, E-Business vs Traditional Business ,Impact of E-Business on global markets	10	C1, C2
Practical	Study Any two businesses who are applying E- business in their organizations.	5	
2	Emerging Trends and Future of E-Business: Cloud computing and its role in E-Business, Big data analytics and business intelligence, Artificial intelligence and machine learning in E-Business, Internet of Things (IoT) and smart business solutions, Blockchain technology and cryptocurrencies, Case studies of successful E-Business companies, Future trends and innovations in E-Business	10	C1, C3
Practical	Use AI tools for developing images. Study bitcon and ethereum and their applications.	5	
Reference books: 1. E-Business and E-Commerce Management By Dave Chaffey 2. Electronic Commerce: A Managerial Perspective By Efraim Turban, David King, Jae Lee, Ting-Peng Liang 3. E-Commerce: Business, Technology, Society By Kenneth C. Laudon and Carol			

Guercio Traver 4.E-Business 2.0: Roadmap for Success By Ravi Kalakota and Marcia Robinson 5. Digital Business and E-Commerce Management By Dave Chaffey and Fiona Ellis-Chadwick 6. E-Business: Strategy, Technologies and Applications By Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang								
Additional reading: 1. "E-Business 2.0: Roadmap for Success" – Ravi Kalakota & Marcia Robinson 2. "Digital Agriculture: E-Business and Farming" – R. K. Mishra & Gyanendra Mani (Indian context) 3. The Lean Startup: E-Business Edition" – Eric Ries								
CO-PO Mapping								
	Programme Outcomes (PO)							
	1	2	3	4	5	6	7	8
CO1	1	2	1	1	3	1	3	2
CO2	3	1	1	2	–	2	1	-
CO3	2	3	3	-	2	3	1	1
CO4	1	1	3	1	1	2	2	1
Average	2	2	2	1	1.67	2	1.67	1