

**MASTER OF BUSINESS ADMINISTRATION:
M.B.A.**

SYLLABUS STRUCTURE

WITH EFFECT FROM : ACADEMIC YEAR 2024-2025

Sr. No.	Course Category	Course Code	Course Title	L	T	P	Course Credits	EXAM SCHEME				
								ISE	MSE	ESE	INT	TOTAL
1	CC	MB24401	Strategic Management	3	-	-	3	20	20	60	-	100
2	CC	MB24402	Elective I – Paper III	3	-	-	3	20	20	60	-	100
3	CC	MB24403	Elective I – Paper IV	3	-	-	3	20	20	60	-	100
4	CC	MB24404	Elective II – Paper III	3	-	-	3	20	20	60	-	100
5	CC	MB24205	Elective II – Paper IV	3	-	-	3	20	20	60	-	100
6	SE	MB24206	Personality Development	2	-	-	2	-	-	-	50	50
7		MB24407	Etiquettes & Grooming	2	-	-	2	-	-	-	50	50
8	VAC	MB24408	Total Quality Management	2	-	-	2	-	-	25	25	50
9		MB24409	Advanced Excel	2	-	-	2	-	-	25	25	50
10	MC	MB	MOOC / Certification Course – 30 Hours	3	-	-	2/3	-	-	-	50	50
Total				26	-	-	26	100	100	350	200	750

CC – Core Course , SE – Skill Enhancement Course , VAC – Value Added Course, ISE – In Semester Evaluation, MSE – Mid Semester Evaluation, EE – End Semester Evaluation, MC – Mandatory Course

Specialisations Offered:

Sr. No	Specialisations	Semester III	Semester IV
1	Marketing Management	Paper I, Paper II	Paper III, Paper IV
2	Financial Management	Paper I, Paper II	Paper III, Paper IV
3	Human Resource Management	Paper I, Paper II	Paper III, Paper IV
4	IT & Business Analytics	Paper I, Paper II	Paper III, Paper IV
5	Logistics & Supply Chain Management	Paper I, Paper II	Paper III, Paper IV
6	Hospitality & Tourism Management	Paper I, Paper II	Paper III, Paper IV
7	Hospital & Health Care Management	Paper I, Paper II	Paper III, Paper IV
8	Agri Business Management	Paper I, Paper II	Paper III, Paper IV

Department – M.B.A – Master of Business Administration

MBA Specialization: Elective Papers

Specialization	Paper I	Paper II	Paper III	Paper IV
Marketing Management	Sales & Distribution Management	Consumer Behavior & Brand Management	Retail Marketing	Service Marketing
Financial Management	Indian Financial System	Investment & Risk Management	International Finance	Security Analysis and Portfolio Management
Human Resource Management	Human Resource Planning & Development	Compensation & Benefits Management	Industrial Relations & Labour Laws	HR Analytics & Digitalization of HR Practices
IT & Business Analytics	Business Data Management	Cloud Computing & Virtualization	Business Analytics using R	Business Analytics in Management
Logistics & Supply Chain Management	Materials & Inventory Management	Purchase Management	Global Operations & Logistics	International Supply Chain Management
Hospitality & Tourism Management	Fundamentals of Hospitality Management	Hotel Management	Tourism Management	Digitalization of Hospitality & Tourism Management
Hospital & Health Management	Health Care Environment & Hospital Administration	Marketing of Hospital & Health Care Services	Legal Aspects of Hospital & Healthcare Management	Hospital Facilities Management
Agri Business Management	Strategic Management in Agriculture	Agriculture Marketing	Agri Business & Cooperative Management	Agri Business Finance

Course Title: Business Ethics	
Course Code: MB24301	Semester: III
Teaching Scheme L-T-P: 3-0-0	Credits: 3
Evaluation Scheme ISE, MSE: 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of morals and ethics
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Course Objectives:

1.	To teach basic concepts of ethics
2.	To develop Basic Framework of Normative Ethics.
3.	To provide basics of Ethics in Business Disciplines
4	To introduce students with the Business ethics and Environment Management

Curriculum Details

Course Contents	Duration
Unit-I. Business Ethics <ul style="list-style-type: none"> Ethics – Definition, Relevance to Business, Historical Perspective of Ethics – Plato, Aristotal, Bhagwat Gita, Buddhism, Capitalism, Marxism, Socialism, Rights and Duties, Justice and Fairness, Ethics of Care, and Ethics of Virtue. Philosophical Foundation of Ethics in Business and management - Changing concepts and objectives of Business, Social responsibilities of Business Organization. 	10 Hrs
Unit-II Basic Framework of Normative Ethics <ul style="list-style-type: none"> Ethics and Decision Making, Ethical Aspects Corporate Policy, Morality and Rationality in Organization, Moral Relationship between Individual and Organization. Conflict between personal values and organizational goals. Corporate culture, Corporate Governance : Meaning, Importance, Institutionalizing of Ethics Corporate Governance in India. 	10 Hrs

Course Contents	Duration
Unit-III Ethics in Business Disciplines <ul style="list-style-type: none"> Consumerism and Ethics: Consumer Rights, Exploitation of consumers, Consumer Protection, U.N. guidelines for Consumer Protection, Consumer Protection and Consumerism in India, Ethics in Advertising, Woman in advertising. Responsibilities of Advertising Agencies Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology. 	15 Hrs
Unit-IV Business ethics and Environment Management <ul style="list-style-type: none"> Environment pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, Waste Management. Environment Protection, Environmental Regulation in India, Ecology and Future Perspective of Business. 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
301.1	Understand the features of ethics in business
301.2	Describe the functions of normative ethics and elaborate the practical use of those functions
301.3	Demonstrate the practical application of ethics in business discipline
301.4	Describe the Business ethics and Environment Management for individual working in the organisation
301.5	Differentiate the general ethics and business ethics
301.6	Critically analyse the Business ethics and Environment Management

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs Cos	1	2	3	4	5	6	7
301.1	2	1	2	1	1	2	3
301.2	0	1	2	1	2	2	3
301.3	2	1	2	1	0	2	2
301.4	0	2	2	1	0	0	2
301.5	2	3	3	2	1	3	2
301.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Ethics in Business and Management	R. P Banerjee	Himalaya Publishing House, Delhi.
2	Ethics and the Conduct of Business	John R. Boatright	PHI

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Business Ethics	William Shaw; Stanford	Encyclopaedia of Philosophy
2	Business Ethics	Manuel G. Velasquez	Manuel G. Velasquez

Course Title : Sales and Distribution Management	
Course Code: MB24302	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Advertising, Sales and Distribution Management
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Course Objectives:

1.	To understand the importance of sales and Distribution & is capable of putting up sales team and to manage it.
2.	To know the manages the multiple distribution channel and is capable of creating and optimal distribution channel solution for a business.
3.	To understand Advertising sales management.

Curriculum Details

Course Contents	Duration
Unit-I Basics of Sales Management : Meaning, Evolution, Nature and importance of sales management, Strategic role of sales management, Objective and functions of sales management, Emerging trends in Sales Management, Careers in Sales Management; Skills required for Sales Managers, Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure.	10 Hrs
Unit-II <ul style="list-style-type: none"> Sales Organization - meaning, Objectives & Structures of Sales Organization, Recruitment, selection and training the sales force, motivation to sales force, Compensation and Evaluation of Sales Force. Duties and Responsibilities of Sales Managers and the Effective Sales Executive. Sales Planning : Sales Forecasting & Budgeting, Sales Quotas and Targets Distribution Management: Introduction, need and scope of distribution channels; Marketing channels strategy; Levels of channels; Designing Channels; Selection and Recruitment of Channel Partners; Channel Conflicts; Techniques to resolve channel conflict 	15 Hrs
Unit-III <ul style="list-style-type: none"> Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> Personal Selling –Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation. Introduction to B2B2C Selling. 	
Unit-IV Logistics & Supply Chain Management - Definition & scope of logistics, key logistics activities, market logistics decision, emerging concepts in logistics. Concept of supply chain management, need for SCM, advances in SCM. Distribution: 6 C's of distribution. Selection and appointing distributors. Advertising: definition, importance, limitations, types of media, 5 M's of advertising. Distinction between advertising and publicity.	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
302.1	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
302.2	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
302.3	EVALUATE the existing sales and distribution strategies and approaches.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
302.1		2	-	-	1	2	2	2
302.2		1	2	1	-	1	2	2
302.3		2	-	1	1	2	2	3

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Sales and Distribution Management	Havaladar & Cavale	TMGH
2	Sales Management	Still, Cundiff & Govani, Sandeep Puri	Pearson Education
3	Sales and Distribution Management	SL Gupta	Excel books

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Marketing management: a south asian perspective	Kotler P., Keller K., Koshy A., Jha M	Prentice Hall
2	Marketing management concepts, cases, challenges and trends	Govindarajan	Prentice Hall of India, New Delhi. 2009
3	Sales and Distribution Management	Tapan K Panda, Sunil Sahadev	Oxford Higher education
	Sales and Distribution Management	A Nag	McGraw Hill Publication
4	Management of Sales Force	Rosann Spiro, William Stanton, Gregory Rich	TMGH
5	Sales and Distribution Management	K.K. Havaladar, V.M. Cavale	Tata McGraw Hill Company
6	Professional Sales Management	Anderson, Hair and Bush	McGraw Hill Company
7	Sales Management: Decision, Strategies and Cases	R.R.Still , E.W.Cundiff , N.A.P.Govani	Pearson Education

Course Title : Consumer Behaviour and Brand Management.	
Course Code: MB24303	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Conceptual foundations of consumer buying behavior and Brand Mgt.
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Course Objectives:

1.	To understand the conceptual foundations of consumer buying behavior
2.	To create awareness of the theories of motivation and perception as applied in consumer behavior.
3.	To understand the methods of managing brands and strategies for brand Management

Curriculum Details

Course Contents	Duration
Unit-I Introduction to consumer Behaviour: Concept and Definition, need and significance for studying consumer behaviour, Factors influencing buying behaviour, consumer buying behavior process, Participants in buying behaviour. Consumer modelling: - The economic model – Learning model - psychoanalytic model	10 Hrs
Unit-II Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles. Definition and Meaning of Group - Reasons For formation of group –Types of Groups relevant to consumer behaviour – Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group Industrial buying behaviour: process, factors influencing industrial buying behaviour, marketing mix for industrial buying behaviour	15 Hrs
Unit-III <ul style="list-style-type: none"> Brand management: Meaning and Definitions of Brand – Branding- Concepts – Brand Evolution– Factors shaping a brand over its life cycle- Features of good brand name-Functions of Brand -Significance of Brands – Different Types of Brands – Co branding – Store brands-Branding Challenges and Opportunities, Brand Choice 	10 Hrs

Course Contents	Duration
decision and models, Launching a new brand, Building brand in Indian Market	
Unit-IV Brand Communication - Brand image Building – Brand Loyalty programmes– Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions. Brand Extension – Naming new brand and extension, Advantages of extension, disadvantages of extension, Brand Adoption Practices – Different type of brand extension. Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
303.1	To Identify and explain factors which influence consumer behavior inclusive of society and culture.
303.2	Discuss the rationale for studying consumer behavior.
303.3	To Understand establish and sustain brands and lead to extensions.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
303.1		1	2	-	2	2	3	3
303.2		1	1	-	-	1	3	1
303.3		2	-	1	1	2	2	3

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Marketing Management	–Philip Kotler, Kevin Lane Keller	15th Edition, Pearson
2	Product & Brand Management	Prof.K.Venugopal Rao	Himalaya
3	Marketing and Branding	S.Ramesh Kumar	Pearson.

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Consumer Behaviour	N. Venkat Rao, P. Naga Raju (2011)	Students Helpline Publishing House Private Limited, Hyderabad.
2	Consumer Behaviour Building Marketing Strategy	Hawkins, Best, Coney (2009)	Tata Mc Graw Hill, New Delhi.
3	Consumer Behaviour	Henry Assael (2009)	Wiley India, New Delhi
	Buyer Behaviour	Deon (2009)	Oxford University Press, New Delhi
4	Consumer Behaviour	Leen G. Schiffman, L.H. Kanuk (2009)	Pearson Education, India
5	Marketing and Branding	S.Ramesh Kumar	Pearson
6	Product & Brand Management	Mathur.U.C	Excel
7	Compendium of Brand Management	Chunawalla. S.A	Himalaya

Course Title : Human Resource Planning & Development	
Course Code: MB24302	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling the Human Resources.
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Course Objectives:

1.	To help the students to understand basic concepts of HRD & HRP
2.	To empower the students to design and develop the training sessions
3.	To understand how to retain the top talent in the organization
4.	To incorporate students with performance appraisal, career planning & employee engagement
5.	To demonstrate the ability to carry out competency mapping

Curriculum Details

Course Contents	Duration
Unit-I Basics of Human Resource Development: <ul style="list-style-type: none"> Definition – Objectives, Scope, Importance, Process, Functions of HRD, HRD goals, Challenges in HRD, Roles & competencies of HRD professionals, HRD Climate, HRD reports, Ethics in HRD Training & Development - Objectives, Importance, Process, Need – Types of training, Methods of training, Training need analysis, Evaluation of training, E learning 	15 Hrs
Unit-II Performance Appraisal & Employee Engagement: <ul style="list-style-type: none"> PA – Definition, Importance, Methods of PA, Performance Management System, Process of PA Career Planning – Career Assessment, Career Development Program, Designing Career Path Employee Engagement - Definition, Nature & Benefits 	10 Hrs

Course Contents	Duration
Unit-III HR Auditing <ul style="list-style-type: none"> HR Audit - Definition, Scope, Importance, Process. HR Accounting – Definition, Objectives, Methods Competency Mapping – Introduction, meaning, process, importance 	10 Hrs
Unit-IV Recent Trends in HRM: <ul style="list-style-type: none"> HRIS, Equal Employment Opportunity, Employee Welfare Facilities, HR in virtual organisation, Green HRM, Cross culture, International HRM, Employee Engagement and Employee Branding, Talent Management, HR Metrics 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the features Human Resource Management
203.2	Describe the functions of human resource development and elaborate the practical use of those functions
203.3	Demonstrate the practical application of modern techniques of HRD
203.4	Describe the training and development activities in the organisation
203.5	Differentiate HR audit and HR Accounting

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management	P.Subba Rao	Himalaya Publishing House
2	Personnel & Human Resource Management	P.Subba Rao	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management – Text & Cases	K. Ashwatthappa	Himalaya Publishing House
2	Personnel Management	Edwin Flippo	Tata M/c Graw-Hill Publication

Useful Link /Web Resources:

1. ICFAI – HRM Review

Course Title : Compensation & Benefits Management	
Course Code: MB24203	Semester: II
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Human Resource Management.
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Course Objectives:

1.	To understand the basic pay system of the organization
2.	To understand how to design the new pay structure of the employees
3.	To enhance necessary critical thinking skills in order to evaluate different jobs and design salary structure
4	To analyse and know the legal aspects related to pay system of the organisation

Curriculum Details

Course Contents	Duration
Unit-I Introduction to Pay System: <ul style="list-style-type: none"> • Compensation – Meaning, Types, Objectives, Scope, Importance, Compensation tools, Challenges and theories, Difference between wages and salaries • Factors influencing compensation, Pay policies, • Minimum Wage, Fair Wage and Living Wage • Job Evaluation: Meaning, objectives, principles, procedures, methods/techniques of job evaluation 	15 Hrs
Unit-II Pricing Pay Plans: <ul style="list-style-type: none"> • Pay Plans: Steps in designing market competitive plans, pricing of managerial and professional jobs, job classification, Calculations of the pay scales, compensation styles • Components of Pay Structure in India- Basic wages, TA, HRA, DA, Medical reimbursement, Bonuses, Incentives, Direct-Indirect compensation • Pay structure of different jobs – Pay structure of Manager, CEO, Executives, Workers 	10 Hrs

Course Contents	Duration
Unit-III Additional Pay Schemes/ Structure <ul style="list-style-type: none"> Incentives – Pay for performance, Incentives types, Role of incentives as motivational factor, ESOP, Profit sharing Employee benefits – Fringe benefits, retirement benefits, gratuity, pension schemes, welfare facilities 	10 Hrs
Unit-IV Wage Fixation: <ul style="list-style-type: none"> Minimum wages act, Employee gratuity and bonus act, Equal remuneration act, Employee state insurance act, Workmen compensation act 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the features of compensation system in India
203.2	Describe various acts related to the pay structure and payments of wages and salaries
203.3	Demonstrate the practical application of modern techniques of compensation
203.4	Describe the compensation management of individual working in the organisation

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management	P.Subba Rao	Himalaya Publishing House
2	Personnel & Human Resource Management	P.Subba Rao	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management – Text & Cases	K. Ashwatthappa	Himalaya Publishing House
2	Personnel Management	Edwin Flippo	Tata M/c Graw-Hill Publication

Useful Link /Web Resources:

1. ICFAI – HRM Review

Course Title : Indian Financial System	
Course Code: MB201	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Detail knowledge about Indian financial system
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Course Objectives:

1.	To teach basic concepts of Financial system of India
2.	To develop knowledge about Development and reform of Financial Institutions
3.	To provide basics of Banking Institutions of India
4.	To introduce students to wards Non-Banking Financial Institutions (NBFCs)

Curriculum Details

Course Contents	Duration
Unit-I Introduction to Indian Financial System <ul style="list-style-type: none"> Corporate Finance Saving and Investment Introduction to financial system Functions of Financial system Structure of Indian financial System 	15 Hrs
Unit-II Development of Indian Financial, Reforms in Indian Financial System <ul style="list-style-type: none"> Structure of various financial intuitions e.g. IFCI, IDBI, ICICI, NABARD, SIDCs, SIDBI Concept of Development of Banks Development Financial Institutions in India Changing role of Financial Institutions Functions of Various Financial intuitions Financial System and Economic growth in India Reforms in Indian Financial System 	10 Hrs
Unit-III Banking Intuitions in India	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> • Structure of Indian Banking Industry, RBI • Functions of Commercial Banks, Performance of Commercial banks in India • Recent Development in Commercial banks in India • History and Structure of Co-operative banks • Performance of cooperative Banks 	
Unit-IV: Non-Banking Financial Institutions <ul style="list-style-type: none"> • Concept of Non-Banking Financial Institutions • Types and Importance and NBFCs • Classification of NBFCs • Performance of NBFCs • Regulatory Framework of NBFCs 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the basics of Indian financial system
203.2	Students will be able to understand the meaning of corporate finance, Saving and Investment
203.3	Student will able to understand the structure of various financial institutions
203.4	Understanding the concept of reforms in Indian financial system
203.5	To understand the structure of Indian banking system
203.6	Understand Non-banking finance institutes (NBFCs)

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	1	0	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	1	1	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	2	0	1	2	0	1	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Indian Financial System	M.Y. Khan	Tata McGraw Hill
2	Indian capital market,	V.Avadhani,	Himalaya publishing Home

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Merchant banking	H.R.Machiraju,.	New age international publishers
2	Indian Economy	Ruddar Datt & K.P.M.Sundharam	S.Chand & Co.Ltd.

Useful Link /Web Resources:

1. www.sebi.com

Course Title : Investment & Risk Management	
Course Code: MB 203	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Investment and Risk Management
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Course Objectives: -

1.	To teach basic concepts of investment and risk management
2.	To develop knowledge of Students in terms of investment avenues
3.	To provide basics of Mutual funds
4	To introduce students valuation of shares

Curriculum Details

Course Contents	Duration
Unit-I Introduction to the Investment Management <ul style="list-style-type: none"> Investment: Introduction, Concept, Objectives, Investment vs. Saving, Investment v/s speculation, Features of good Investment Avenues of Investment: Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Pension Scheme, National Savings Certificates and Ponzi schemes. Marketable Fixed Income Avenues- Preference Shares, FCD, NCD, Bonds, Govt. Floating Rate Savings Bonds, Gilt edged securities. Other Avenues- Equity Shares, Antiques and Art, Mutual Fund, Life Insurance, Real Estate, Sovereign Gold Bond Scheme, Sovereign Gold Bonds vs. Gold ETF, Digital Currency- Crypto Risk and Return: Meaning of Risk, Types of Risk, Systematic Risk and Unsystematic Risk, Measurement of systematic risk- Calculation of Risk and return, Expected Return of a portfolio, Calculation of portfolio Risk and return, risk-return trade off and precautions to minimize the risk. d) Investment Management Process: Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation. 	15 Hrs
Unit-II Debt and Mutual Fund as Avenues of Investment	

Course Contents	Duration
<ul style="list-style-type: none"> Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to Bond-Features, Bond Valuation, Bond Duration, Bond Yields, Current Yield, Yield to Maturity. Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end vs. Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load. 	10 Hrs
Unit-III Valuation of Shares and Business <ul style="list-style-type: none"> Process of Valuation of Shares and Business Asset Based Valuation, Dividend Yield, Earnings Yield, Fair Value, Discounted cash Flow Techniques and Theoretical Techniques of Valuation. Case studies 	10 Hrs
Unit-IV: Fixed Income Securities Valuations <ul style="list-style-type: none"> Components of Debt Market, Valuation of Debt and Bonds, Bond Risk Analysis and Credit Rating Process of Bonds. Case Studies 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the basics of investment avenues
203.2	Evaluate risk and return in different investment avenues.
203.3	Students will be benefited by getting the knowledge of valuation of shares
203.4	Understand the technique of valuation

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	1	0	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	1	0	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	2	0	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Investment management	M.Y. Khan	Tata McGraw Hill, New Delhi, Mumbai
2	Investment Management	Bhalla.V.K	S. Chand Publication

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Personal Investment & Tax Planning	N.J.Yasaswy.	Vision Books Pvt. Ltd., New Delhi.Gerald Krefetz
2	Investment Management	Preeti Singh	Himalaya Publishing House, Mumbai.
3	Investment Analysis and Portfolio Managemen	Prasanna Chandra	Tata McGraw Hill, NewDelhi, Mumbai

Useful Link /Web Resources:

www.investing .com

www.google.com

www.mutuaafunds.com

Course Title: Business Data Management	
Course Code: MB24402	Semester: III
Teaching Scheme L-T-P: 3-0-0	Credits: 3
Evaluation Scheme ISE, MSE: 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Business Data Management
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Course Objectives:

1.	To teach basic concepts of Database Management
2.	To develop Database design knowledge.
3.	To provide basics of Data warehousing
4	To introduce students with the Data mining

Curriculum Details

Course Contents	Duration
Unit-I. Introduction to Database Management <ul style="list-style-type: none"> Introduction to Databases and Transactions ,DBMS,, Need and advantages of DBMS, view of data, relational databases, database architecture, transaction management, Applications of DBMS for business data 	10 Hrs
Unit-II Database Design <ul style="list-style-type: none"> Introduction to Data Modeling, Types, ER-Model, Hierarchical Data model with its advantages and limitations, Network data model with its advantages and limitation Relational Data Model with its advantages and limitation. Normalization, need of normalization, Normal Forms 1NF and 2NF 	10 Hrs
Unit-III Data Warehousing <ul style="list-style-type: none"> Introduction to Data Warehouse-meaning and definition. Need of Data warehouse Data warehousing, Data Warehouse Architecture, Data mart, data dictionary, archives. Data Warehousing Project Life Cycle Management, Business and IT Drivers for Data warehouse 	15 Hrs
Unit-IV Data Mining <ul style="list-style-type: none"> Introduction and meaning, Data mining process, Tasks in Data mining, KDD process, OLAP, Data mining techniques, Association, clustering, Market Basket 	10 Hrs

Course Contents	Duration
Analysis, Apriori Algorithm, FP tree Algorithm, Correlation Analysis	

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
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402.1	Understand the features of Database Management
402.2	Describe the functions of Database Management and elaborate the practical use of those functions
402.3	Demonstrate the practical application of database design
402.4	Describe the Data warehouse working in the organisation
402.5	Differentiate the data warehousing and data mining
402.6	Critically analyse the data mining

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
402.1	2	1	2	1	1	2	3
402.2	0	1	2	1	2	2	3
402.3	2	1	2	1	0	2	2
402.4	0	2	2	1	0	0	2

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402.5	2	3	3	2	1	3	2
402.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Database System Concepts	Avi Silberschatz, Henry F. Korth and S. Sudarshan	Pearson edition
2	Introduction to Data Mining	Tan, Steinbach & Kumar	Tata McGraw Hill Education Private Limited, Delhi

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Data Science for Business	Foster Provost & Tom Fawcett	Kindle edition
2	Data Mining Techniques	Arun K. Pujari	McGraw Hill Publication

Course Title: Business Analytics In Management	
Course Code: MB24303	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Business Analytics in Management
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Course Objectives:

1.	To teach basic concepts of Introduction to Business Analytics Basics
2.	To develop HR Analytics knowledge.
3.	To provide basics of Principles of Excel Basics
4.	To introduce students with the overall Advanced Excel Capabilities

Curriculum Details

Course Contents	Duration
Unit-I Business Analytics Basics: <ul style="list-style-type: none"> Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge and data maturity. 	15 Hrs
Unit-II HR Analytics: <ul style="list-style-type: none"> , Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, Marketing Analytics: overview, Segmentation Analytics, Analytics for Tracking Customer Growth, Supply Chain Analytics: Overview, store operation analytics, vendor analytics, Production and quality analytics 	10 Hrs
Unit-III Excel Basics: <ul style="list-style-type: none"> Introduction to spreadsheets • Office and Excel overview • Basic text and cell formatting • Basic arithmetic calculation • Special paste • Freeze pane • Auto completion of series • Sort and filter • Charts 	10 Hrs
Unit-IV Advanced Excel Capabilities:	

Course Contents	Duration
<ul style="list-style-type: none"> Conditional formatting Importing data and text to columns Functions o Mathematical o String o IF, AND, OR o Searching: match, search, vlookup o Dates o Misc\ Pivot tables Recording and editing Macros Excel Dashboard. 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
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303.1	Understand the features Introduction to Business Analytics
303.2	Describe the functions of Business Analytics and elaborate the practical use of excel functions
303.3	Demonstrate the practical application of Principles of Excel Basics
303.4	Describe the Introduction of Open source Business Analytics in Management
303.5	Describe Capacity of Advance Excel
303.6	Critically analyse the laws related to the Advanced Excel Capabilities

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
303.1	2	1	2	1	1	2	3
303.2	0	1	2	1	2	2	3

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303.3	2	1	2	1	0	2	2
303.4	0	2	2	1	0	0	2
303.5	2	3	3	2	1	3	2
303.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publication
1	The Practical Guide to HR Analytics	Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, Rachael Johnson-Murray	Himalaya Publishing House, Delhi.
2	Excel with Microsoft Excel	Naveen Mishra	Prentice Hall

Reference Books:

Sr. No	Title	Author(s)	Publication
1	HR Analytics: Understanding Theories and Applications	Dipak Kumar Bhattacharyya	New edge
2	The New Science of Retailing	Raman	Tata McGrawHill

Course Title : Fundamentals of Hospitality Management	
Course Code: MB 203	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Fundamentals of Hospitality Management
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Course Objectives: -

1.	To teach basic concepts of Hospitality management
2.	To develop fundamental of hospitality management
3.	To provide basics of service industry
4	To introduce students with 7 P's of service marketing

Curriculum Details

Course Contents	Duration
Unit-I Introduction to Hospitality Industry <ul style="list-style-type: none"> Meaning and nature of Hospitality management Characteristics of Hospitality Industry Growth and change in hospitality industry Factors influencing hospitality industry Major companies in Hospitality Industry in India Career Prospects of Hospitality Industry 	15 Hrs
Unit-II Service Management in Hospitality <ul style="list-style-type: none"> Characteristics of services 4 Is of services Service design, Managing Demand and Supply in Hospitality Service Capacity, Demand for services, Demand and Capacity Interfaces, Strategies to deal with imbalances 	10 Hrs
Unit-III Marketing of Hospitality Services <ul style="list-style-type: none"> STP for hospitality services 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> • Consumer Behaviour, • 7 P's of service marketing <ul style="list-style-type: none"> - Hospitality Product, - Pricing, Place, - Promotion, - Process, - People, - Physical Evidence • Case Studies 	
Unit-IV: Service Quality <ul style="list-style-type: none"> • Quality in Services, • Service Quality and Quality Dimensions, • Service Quality Model- Gaps Model, • SERVQUAL Model of measuring service quality, • Improving service quality- Root-Cause Analysis, • Blueprinting • Case Studies 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the characteristics of Hospitality Industry
203.2	To understand the change in hospitality industry
203.3	Understand the concept of service marketing
203.4	Understand the meaning of service quality

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	1	0	2	1	2	2	3
203.3	2	1	0	1	2	2	2
203.4	1	2	0	0	1	0	2
203.5	2	3	3	2	1	3	2
203.6	2	1	0	2	0	1	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Introduction to Hospitality Management	- John Walke	Pearson Education.
2	Introduction to Management of Hospitality Industry	Clayton Barrows	Tom Powers, Denis Reynolds, Wiley Publications

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Hospitality Management	Jagmohan Negi, Gaurav Manohar	University Science
2	Service Marketing	Harsh Verma	Pearson Education
3	Service Marketing	Christoper L	Service Marketing

Useful Link /Web Resources:

www.google.com

Course Title : Hotel Management	
Course Code: MB 203	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Hotel Management
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Course Objectives: -

1.	Understand various types of hotels
2.	Illustrate housekeeping functions
3.	Apply standard housekeeping practices to deliver quality service to the customer.
4	Develop Banquet plan.

Curriculum Details

Course Contents	Duration
Unit-I Introduction to Hotel Industry <ul style="list-style-type: none"> Types of hotels, Advantages and disadvantages of different types of hotels, Various departments of hotel, Organization of Hotel, Types of Hotel ownership, Modes of Hotel Management, Growth and Development of hotel industry in India 	15 Hrs
Unit-II Front Office Operations <ul style="list-style-type: none"> Significance and importance of the front office department, Types of Rooms and Criterion for charging room rents, Room pricing method, Reservation function, Front office functions, Interdepartmental coordination 	10 Hrs
Unit-III Housekeeping in Hotel Operations: <ul style="list-style-type: none"> Importance and Functions of Housekeeping Organization of Housekeeping Departments, 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> Housekeeping SOP (Standard Operating Procedure) and Its Importance, Attributes of Staff-Job Descriptions and Specifications, Skill Training and Coordination, Motivation and Employee Discipline, Standard Housekeeping Practices; Housekeeping as a business. 	
Unit-IV: Food and Beverage Production and Service <ul style="list-style-type: none"> Introduction to Food and beverage production, Importance and classification, Different sections of kitchen, Functions of Food and Beverage department, Types of restaurants, Menu planning, Concept of Banquet- types, functions and recent trends, Banquet planning, pricing 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the type of Hotel in Indian context
203.2	To organization of hotel and ownership of hotel
203.3	Understand the concept of production of service
203.4	Understand importance of housekeeping in hotel industry

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	1	2	0	1	2	2	3
203.3	2	0	1	1	2	2	2
203.4	1	2	1	2	1	0	0

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203.5	2	3	3	2	1	3	2
203.6	2	1	2	1	0	2	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Hotel Management and Operations	Denney G. Rutherford	Ed., Wiley, 1994
2	Hotel housekeeping Operations and Management	G Raghubalan	Oxford University Press

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Professional Hotel Management	J M S Negi	S. Chand Publishing
2	Hotel Front office and Operations management	Jatashankar R. Tiwari	Oxford University Press
3	Professional Hotel Front Office Management	Bhakta Anutosh	Tata McGraw Hill Education Pvt. Ltd.

Useful Link /Web Resources:

www.google.com

Course Title: Materials and Inventory Management	
Course Code: MB24302	Semester: III
Teaching Scheme L-T-P: 3-0-0	Credits: 3
Evaluation Scheme ISE, MSE: 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling Materials and Inventory Management
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Course Objectives:

1.	To teach basic concepts of Materials and Inventory Management
2.	To develop Inventory Management knowledge.
3.	To provide basics of Materials and Inventory
4	To introduce students with the overall Materials and Inventory Management

Curriculum Details

Course Contents	Duration
Unit-I. Introduction to Materials Management <ul style="list-style-type: none"> Meaning, Objectives, Importance of materials management, History of managing materials, Role of materials manager, MIS for materials management. 	10 Hrs
Unit-II Inventory Planning <ul style="list-style-type: none"> Demand management, qualitative & quantitative forecasting techniques, Purpose of inventory, Inventory cost, Lot size & safety stock, Material requirement planning, Bill of Material, M R P records.. 	10 Hrs
Unit-III Inventory Control: <ul style="list-style-type: none"> Inventory models - EOQ, Inventory Model with price discounts, Selective Inventory Control techniques – ABC, VED, HML, FSN, fixed order period model 	15 Hrs
Unit-IV Other aspects of Materials. Management <ul style="list-style-type: none"> Codification, standardization, material handling, stores management, location of warehouses, supply chain & Physical distribution management. 	10 Hrs

Course Contents	Duration

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
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302.1	Understand the features Materials and Inventory Management
302.2	Describe the functions Materials and Inventory Management and elaborate the practical use of those functions
302.3	Demonstrate the practical application of modern techniques of inventory
302.4	Describe the compensation management of individual working in the organisation
302.5	Differentiate the Material and Inventory
302.6	Critically analyse the laws related to the Materials and Inventory Management

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
302.1	2	1	2	1	1	2	3
302.2	0	1	2	1	2	2	3
302.3	2	1	2	1	0	2	2
302.4	0	2	2	1	0	0	2
302.5	2	3	3	2	1	3	2

302.6	0	2	1	2	1	0	1
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Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Production and Inventory control handbook	Greene, James – H.	Himalaya Publishing House, Delhi.
2	Manufacturing Planning and Control	Valimari T.E.	Tata McGraw Hill Education Private Limited, Delhi

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Materials Management – Procedure, Text & Cases	S. A. K. Dutta.	McGraw Hill Publication
2	Production & Operation. Management	S.N. Chary	McGraw Hill Publication

Course Title: Global Operations & Logistics	
Course Code: MB24303	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling Global Operations & Logistics
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Course Objectives:

1.	To teach basic concepts of Global Operations & Logistics
2.	To develop global logistics knowledge.
3.	To provide basics of logistics control
4.	To introduce students with the overall Global Operations & Logistics.

Curriculum Details

Course Contents	Duration
Unit-I. Global Operations & Logistics Strategies <ul style="list-style-type: none"> Global Logistics, Concepts, Components and requirements of role of transportation in logistics & supply management, containerization, warehousing, packaging, distribution & retail supply chain – reverse logistics as a strategy. 	15 Hrs
Unit-II Global Operations and Logistics Planning: <ul style="list-style-type: none"> Definition of third-party logistics (3PL), Outsourcing benefits, 4 PL service providers, 7 PL concept, channels of distribution in physical distribution – Global SCM. 	10 Hrs
Unit-III Risk Management in Global Operations <ul style="list-style-type: none"> Legal aspects for Carriage – custom formalities & documentation for exports / imports, documents for clearance of goods, tenants of costing in logistics & S.C.M 	10 Hrs
Unit-IV Effective Management of Global Operations & Logistics. <ul style="list-style-type: none"> Information management for global logistics, performance management & 	10 Hrs

Course Contents	Duration
evaluation in global logistics, organization structure of global logistics companies	

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
----	------------

303.1	Understand the features Global Operations & Logistics
303.2	Describe the functions of Global Operations & Logistics and elaborate the practical use of those functions
303.3	Demonstrate the practical application of modern techniques of logistics
303.4	Describe the compensation management of individual working in the organisation
303.5	Differentiate the national & international logistics system
303.6	Critically analyse the laws related to the Global Operations & Logistics

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
303.1	2	1	2	1	1	2	3
303.2	0	1	2	1	2	2	3
303.3	2	1	2	1	0	2	2
303.4	0	2	2	1	0	0	2
303.5	2	3	3	2	1	3	2
303.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Operations Management	Norman Gaither, Greg Fraizer.	Thomson Asia Pvt. Ltd., Singapore
2	Supply Chain Management Strategy Planning And Operation	Sunil Chopra And Peter Meindl	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Supply Chain Management	Sunil Sharma.	Oxford University Press.
2	Logistical Management, The integrated supply Chain Process	Donald J. Bowersox & David J. Closs	Tata Mc-grawhill Edition

Course Title : Strategic Management in Agriculture	
Course Code: MB24302	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Advertising, Sales and Distribution Management
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Course Objectives:

1.	To provide students a strategic orientation in conduct of the business and to develop a holistic perspective of an organization
2.	To enable the students to analyse the strategic situation strategies in general and functional management areas

Curriculum Details

Course Contents	Duration
Unit-I Introduction - Concepts in Strategic Management, Strategic Management Process; Corporate Governance, Social Responsibility and Ethics in strategic management, Environment Scanning and Industry analysis	10 Hrs
Unit-II <ul style="list-style-type: none"> Organization appraisal and strategy formulation & Choices: organizational dynamics and structuring organizational appraisal, business models and Value chain analysis, Strategy formulation- corporate level strategies and business strategies, Generic Strategies- Types of Strategies, tools and techniques for strategic analysis. Strategy implementation: project, procedural, behavioural, structural and resource allocation 	15 Hrs
Unit-III <ul style="list-style-type: none"> Strategy formulation and choice: Environment analysis, SWOT analysis, experience curve, BCG matrix, GEC model, SPACE, competencies and organisational capabilities, power dynamics and organisational values. 	10 Hrs
Unit-IV A) Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control in Agri, Operational Control.	10 Hrs

Course Contents	Duration
B) Corporate Governance – Introduction & meaning, who are stakeholders?, ownership & management, governing board, governance issues, governance & strategic implementation.	

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
302.1	Define the strategic management process and scanning of internal and external environment
302.2	Understand the different types of strategic choices available and the method of analysis to choose the best among them
302.3	Learn the method of strategic implementation and evaluation for agri entrepreneurial ventures.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
302.1		1	-	-	1	2	2	3
302.2		1	2	1	-	1	2	2
302.3		2	-	1	1	2	3	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Strategic Management :	Concepts & Cases – Upendra Kachru,	Excel Books.
2	Strategic Planning: Formulation of Corporate strategy	V.S. Ramaswamy, S. Namakumari	Macmillan Publishing House Ltd.
3	Wheelen TL and Hunger JD. 2012.	<i>Strategic Management & Business Policy, towards Global Sustainability,</i>	Pearson India Edn. Thirteenth Edition

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Strategic Management, Concept and Cases	David FR and David FR. 2016.	Pearson India Edn, Fifteenth Edition
2	<i>Crafting and Executing Strategy.</i>	Thompson Jr. AA, Peteraf M and Gamble JE. 2015.	McGraw Hill, Irwin.
3	<i>Sustainable Strategic Management.</i>	Stead JG and Stead EW. 2014,	Routledge Taylor & Francis Group
4	Strategic Management.	KazmiAzhar. 2015.	Mcgraw Higher Ed. 4th Edition
5	Strategic Management.	Srinivasan R. 2014	PHI Learning 5th Edition
6	Strategic Management, Concept and Cases,	David FR and David FR. 2016.	Pearson India Edn, Fifteenth Edition
7	Organizational Behaviour	Stephen P. Robinson	PHI, New Delhi.
8	Management Policy & Strategic Management –	R.M.Shivastava	Himalaya Publishing House, Mumbai.

Course Title : Agriculture Marketing.	
Course Code: MB24303	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Conceptual foundations of consumer buying behavior and Brand Mgt.
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Course Objectives:

1.	The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.
2.	Explain the salient features of marketing of agricultural inputs and products.
3.	The objectives of this paper are to understand the various concepts of agricultural marketing, to acquaint the students with various marketing institutions and channels of agricultural marketing.

Curriculum Details

Course Contents	Duration
Unit-I Agricultural Marketing: Meaning and Definition of market, marketing and agricultural marketing, components of market, scope and subject-matter of agriculture marketing, difference in marketing of agricultural and manufactured goods.	10 Hrs
Unit-II Agriculture Marketing and Economic Development: Importance and need of agricultural marketing, characteristics of developed markets and ideal system of agricultural marketing. Classification of market: On the basis of location, area, time span, volume of transactions, nature of transactions, number of commodities, degree of competition, nature of commodities, stage of marketing etc	15 Hrs
Unit-III <ul style="list-style-type: none"> Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods. Promotional management - advertising planning and execution; sales promotion; grading and standardization 	10 Hrs

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Course Contents	Duration
Unit-IV Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
----	------------

303.1	The aim of the course is to give the exposure on the concept of market and marketing of agricultural commodities, challenges and prospects for improving agricultural marketing system
303.2	Ability to understand agriculture marketing and economic development along with ideal system of marketing.
303.3	Gain skills to analyse market functions and functionaries associated with the field of agricultural marketing.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
303.1		1	2	-	2	2	3	3
303.2		1	1	-	-	1	3	1
303.3		2	-	1	1	2	2	3

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Agricultural Marketing in India.	Acharya SS & Agarwal NL. 2004.	4th Ed. Oxford & IBH
2	Marketing of Agricultural Products.	Kohls RL & Uhj JN. 2005.	9th Ed. Prentice Hall.
3	Marketing Management – Analysis, Planning, Implementation and Control.	Kotler P. 2002	Pearson Edu.

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Rural Marketing.	Krishnamacharyulu C & Ramakrishan L. 2002	Pearson Edu.
2	Marketing Management.	Ramaswamy VS & Nanakumari S. 2002.	2nd Ed. Mac Millan India
3	Introduction to Food Processing.	Jelen P. 1985.	Reston Publishing.
4	Food Processing	Potly VH & Mulky MJ. 1993.	Oxford & IBH.
5	Agricultural Marketing	H.R. Krishnagouda.	
6	Marketing of Agricultural Produce in India	A.P.Gupta.	
7	Modern Marketing	K.D.Basava.	
7	Principles and Practices of Marketing	C.B.Memoria and R.L.Joshi.	

MBA-II SEM-III PAPER XIX
PROJECT REPORT AND VIVA VOCE

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal guide appointed by concerned unit.

Since the practical has been introduced in the curriculum every institution affiliated to Shivaji University, Kolhapur is expected to sign Memorandum of Understanding (MoU) with industrial units and business houses nearby. The summer in-plant training projects are also expected to be offered with the help of preferably these units which would facilitate better control over project work undertaken by student.

A viva- voce examination will be conducted before the university examination for Semester III. A viva-voce committee will be appointed by the university. A committee will consist of 3 members.

Constituent of the committee for viva voce

1. Chairman of the committee – Doctorate in the concern faculty
2. Member of the committee - Doctorate in the concern faculty
3. Member of the committee - Doctorate in the concern faculty

Examiners are expected to undertake viva-voce examination with the help of following points:

1. Appropriateness of the title of study with respect to management or research problem under study.
2. Appropriateness of research methodology adopted for study.
3. Appropriateness of sample design i.e. sample size and sampling method compared to population for the study.
4. In case sample study appropriateness of analysis, tools used for analysis.
5. In case of study based on secondary data, scope and depth of analysis.
6. Findings drawn on the basis of analysis.
7. Suggestions with its plan of implementation in the organization in given business environment/situation.
8. Referencing and relevancy of annexure.
9. Required certifications, company certificate, joining report, progress reports etc.
10. A one page report prepared by internal guide and HOD of MBA program and verified by the university project report viva voce committee stating strengths and weaknesses of project work done by students of the institute should be addressed to the Director, Examination and Evaluation, Shivaji University, Kolhapur. The copy of which also has to handover to the head of the institute.

In case of unsatisfactory project work and performance in the viva voce of the said candidate's project is to be rejected with written justification in the following format.

SHIVAJI UNIVERSITY, KOLHAPUR		
Master of Business Administration (MBA)		
Part – II (Sem- III)		
Examination Center:		
Name of the Candidate:		
Title of Project:		
Name of the Guide:		
The committee undersigned unanimously reject the project due to following reasons.		
1. The performance of candidate is unsatisfactory hence rejected:		
2. The project is found to be copied hence rejected*:		
Sr.	Particulars	Description
1	Title:	

2	Research problem	
3	Research Methodology Research Method: Sampling: Instrument Analysis Tools	
4	Data Analysis	
5	Inferences	
6	Suggestions and implementation plan	
7	References	
8	Additional Comments	
<div> <div>Member 1</div> <div>Member 2</div> <div>Chairman</div> </div>		

*In case of copied project the formal process of reporting copy to the university is to be followed with the said profarma duly filled and signed by members of committee.

Candidate in consultation with internal project guide has to work on the comments given in the report and resubmit the project in the fourth semester for the university examination viva voce. University reserve right to decide on the examination center for project viva voce of students appeared in the fourth semester. The nature of examination panel would be same discussed above and the same evaluation methodology is to be followed for viva voce examination.

UNIVERSITY GUIDELINES FOR PROJECT WORK:

A student has to take project work at the end of first year (second semester) of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Three copies of "Project Work" should be submitted to the Director of the Institute in stipulated time (One copy each for, Student, Company where project is done and institute library).
4. Besides hard bound copies of project work four copies of synopsis has to be submitted with institute while submitting the hard bound project report.
5. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
6. The internal committee of minimum three regular approved faculty of MBA would conduct internal viva voce in the form of ppt presentation for the allotment of marks out of 50. Candidate has to prepare ppt of project work done and present it before the committee and audience consists at least MBA-I and MBA-II year students of institute. The invitees are welcome to attend the presentation by students. After presentation participant audience are free to ask the questions followed by the questions by the committee members. The committee should chaired by senior faculty preferably having doctorate as an educational qualification. The record of said internal viva-voce should be shown to the chairman of university viva-voce committee.
7. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director of institute to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.

8. The project work will carry 50 internal marks and 50 marks for external viva. The external viva shall be conducted by a minimum of three external examiners.
9. Student should not use any logos on the project report.
10. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
11. Use of colours in text matter, graphs and diagrams should be avoided.
12. Layout of the project is- Paper A4 size, Font – Times New Roman, Font Size for regular text is 12, for headings 14 font size is allowed, for title of chapters upto 28 font size. Printing is to be done on both sides of pages. Margin 1.5 inches at the left, mirror margin and 1 inch at rest sides. Chapter pages should not carry borders.

Dates of Project Report Submission:

1. For regular students, the last date of project report hard bound copies with synopsis submission to the institute is 15th October of every year. In case 15th October is holiday then the next working day is the last date of project report submission. No project submission is to be accepted after 15th October every academic year.
2. For repeater students the last date of submission of project report to the institute is 31st March. In case 31st March is holiday then the next working day is the last date of project report submission. No project submission is to be accepted after 31st March of every academic year.

DETAILS OF PROJECT REPORT

TITLE

Title of research should be specific in nature, it should be short, and should reflect management problem.

CONTENTS

The contents should be given in the following manner in tabular form.

Sr. No.	Chapter	Page No.

- a. Serial number of the chapter.
- b. Heading of the chapter
- c. Page numbers

IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW

Preface

Mandatory Documents: Declaration of Students, Certificate by Guide, Recommendation by Head of the institution.

Certificate by Company: This certificate must be on the company letter head, signed by designated authority of company, and must have seal of company (round stamp). Certificate must have date of issue and outward number of document. The certificate should clearly mention of Name of candidate, brief title of project carried and duration be specifically mentioned. The said certificate only has to consider as valid certificate.

Acknowledgements.

Contents/ index

Heading of the chapter, page numbers, sub headings of the chapter.

Chapter I – Introduction to the study & Methodology

1. Introduction
2. Management Problem
3. Statement of research problem
4. Hypothesis of the study (Optional)
5. Objectives of the study
6. Scope of the study
7. Importance of the study
8. Research Methodology
(includes, data required, data sources, sampling design, instrument design, analytical design etc.)
9. Presentation of project.
10. Related points on methodology

Chapter II – Theoretical Background

Chapter III – Company Profile

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Strategic Intend of company
- e. Milestones achieved by company, awards, certifications etc.
- f. Marketing Scenario
- g. Human Resource Scenario of company
- h. Operations management of company
- i. Financial position of company with its analysis.
- j. future plans of company
- k. Organization Chart

Chapter IV – Analysis and Interpretation of Data

Chapter V – Findings and Suggestions

Appendices

Bibliography:

APPENDICES

The document charts, questionnaires, tables, schedules etc. which are actually referred to in the body of the project report (this consists of chapters I to V) are to be included under appendix or appendices. So, the appendices may include.

Questionnaires used for collecting information.

Schedules used for collecting information. c.

Tables formed for presenting the data.

Documents/forms etc., referred to in the body of the project report.

Diagram, graphs etc. referred to in the body of the project report. Guide student meeting record form.

Joining letter of industry

Progress reports duly signed

Performance appraisal report duly signed by industry authority.

BIBLIOGRAPHY

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner.

JOINING REPORT

Date:

To,
The Director,
.....
.....
.....

Sub: Joining Report

Respected Sir,

I, Shri/Ms.
..... have joined
..... for the
summer in-plant training from for the Project Work to be carried
out.

I would be carrying out project work under the guidance and supervision of Shri. /Ms.

..... (designation)

..... in
..... area. The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1st
August 20 without fail.

(Name & signature of the Student)
Industry Guide)

(Name and Signature of the
Seal of Organization

WEEKLY PROGRESS REPORT

Progress Report No. _____

Name of Student	
Title of the Study	
Name of Guide	

Organisation	
Date of Joining Organisation	
Date of Progress Report	
Period Of Progress Report	
Progress:	

Signature
Student

Signature
Industry Guide

GUIDE STUDENT MEETING RECORD

Student:
Contact
Contact No. Topic
Organization
Person.

No.

Guide:

Contact

Designation
Contact No.

Sr.	Date	Description	Signature of Guide/Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Ppt Presentation of Project work before committee and students		
6		Submission of Final Draft of project report.		

Sr. No.	Date	Description of Discussion	Signature of Guide	Signature of Student
1				

2				
3				
4				
5				
6				
7				
8				

Director

**D. Y. PATIL TECHNICAL CAMPUS ,
FACULTY OF ENGINEERING AND FACULTY OF
MANAGEMENT
TALSANDE , Kolhapur
(An Autonomous Institute)
Department of First Year Engineering
F. Y. M.B.A. Curriculum
w.e.f. A.Y. 2024-2025**

Course Title : Innovation and Entrepreneurship	
Course Code:MB24307	Semester: III
Teaching Scheme L-T-P :2-0-0	Credits :2
Evaluation Scheme ISE-I,MSE,ISE-II:	ESE Marks :50

Prior Knowledge of:	Basics of innovation and entrepreneurship
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Course Objectives:

1.	To Demonstrate a good understanding of the innovation.
3.	To understand the entrepreneurship strategies.

Curriculum Details

Course Contents	Duration
Unit I : Innovation <ul style="list-style-type: none"> Innovation- Meaning, Characteristics, Goals of innovation, Sources of innovation, Types of innovation. Theories of Innovation- Peter Drucker, Schumpeter. Creative Thinking, Barriers to creativity, Techniques for improving creativity process. 	10 Hrs
Unit I : Innovation <ul style="list-style-type: none"> Entrepreneurship- Concept of entrepreneurship, characteristics of successful entrepreneur. Theories of entrepreneurship- McClelland's Theory of Need for achievement- Max Weber's Theory of social belief Link between Entrepreneurship and economic development 	10 Hrs
Unit I : Case study of Successful Entrepreneurs <ul style="list-style-type: none"> Sanjeev Bikhchandani (Naukri.com) Hanmant Gaikwad (BVG) Mansukhbhai Prajapati (Matti Cool) Ela Bhatt (SEWA) Vandana Luthara (VLCC) 	10 Hrs

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F. Y. M.B.A. Curriculum
w.e.f. A.Y. 2024-2025**

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
307.1	Understand concept and theories of innovation
307.2	Understand concept and theories of entrepreneurship and learn about successful entrepreneurs

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
307.1		-	3	3	-	2	-	1
307.2		-	3	-	-	2	-	1

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Department of First Year Engineering
F. Y. M.B.A. Curriculum
w.e.f. A.Y. 2024-2025**

Suggested Learning Resources:

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Essentials of Entrepreneurship and Small Business Management	Thomas W. Zimmerer, Norman Scarborough	PHI
2	Entrepreneurship Development	Dr. S. S. Khanka	S. Chand
3	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	HPH
4.	Business Legends	Geeta Parimal	Geeta Parimal

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F. Y. M.B.A. Curriculum
w.e.f. A.Y. 2024-2025**

Course Title : Digital Marketing	
Course Code:MB24308	Semester: III
Teaching Scheme L-T-P :2-0-0	Credits :2
Evaluation Scheme ISE-I,MSE,ISE-II: 25	ESE Marks :25

Prior Knowledge of:	To understanding of online platforms, basic technical skills, and an awareness of key marketing principles
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Course Objectives:

1.	To understand the basic concept of Digital Marketing.
2	To understand the basics of Mobile Marketing
3	To comprehend the concept of Online Marketing & to familiarize with the knowledge of E-mail Marketing

Curriculum Details

Course Contents	Duration
Unit No. : 01 Fundamentals of Digital marketing <ul style="list-style-type: none"> Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Need & Evolution of Digital Marketing, Reason for growing importance of Digital Marketing in India, Digital Marketing: Types & Examples. Case Study on Digital Marketing 	10 Hrs
Unit No. : 02 Mobile Marketing <ul style="list-style-type: none"> Meaning, types & Evolution, Mobile – market size and rate of growth, Mobile applications, Types of Mobile Marketing, Advantages and Disadvantages of Mobile marketing, Case Study on Mobile Marketing Online Marketing : The concept of Digital Marketing Mix, 7 P's of Online Marketing: Product, Price, Promotion, Place People, Process, Physical evidence, Methods of Online Marketing promotion. Case Study on Online Marketing Email Marketing : Need for Emails, Types of Emails, options in Email advertising, Do's and Don'ts of an email marketing campaign 	15 Hrs

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F. Y. M.B.A. Curriculum
w.e.f. A.Y. 2024-2025**

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
308.1	Understand the core concepts of Digital Marketing.
308.2	Understand the basics of Mobile Marketing
308.3	Discuss E-mail marketing techniques.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
308.1		-	1	1	-	1	-	1
308.2		-	3	-	-	2	-	2
308.3		2	2	2	1	2	2	3

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F. Y. M.B.A. Curriculum
w.e.f. A.Y. 2024-2025**

Suggested Learning Resources:

Text Books

Sr. No	Title	Author(s)	Publisher
1	Understanding DIGITAL Marketing, 2009	Damian Ryan & Calvin Jones.	ISBN 9780749453893
2	Digital Marketing	Vandana Ahuja	, Oxford University Press, New Delhi, 2015, ISBN: 9780199455447
3	Email Marketing Planner: Organize and Track Your Emails	Jodie the Mom (2023)	2023, ASIN :B0C5KNF1BM

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Social Media Marketing: The Next Generation of Business Engagement.	Dave Evans., Susan Bratton,	Wiley , 2010, ISBN: 978-0-470-63403-5
2	Marketing Automation and Online Marketing: Automate Your Business through Marketing Best Practices such as Email Marketing and Search Engine Optimization, 2019	George Pain(2019).	ISBN-10 1922301132
3	Digital Marketing	Kamat and Kamat-	Himalaya
4.	Digital Marketing	V. Ahuja	Oxford University Press
5	Digital Marketing	S.Gupta	McGraw-Hill
6	Quick win Digital Marketing	H. Annmarie , A. Joanna,	Paperback edition

Course Title : Strategic Management	
Course Code: MB24401	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Strategic Management
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Course Objectives: -

1.	To teach basic concepts of Strategic Management
2.	To develop knowledge of Students in creating vision, mission and objective for the company
3.	To provide basics of various levels of strategies
4	To develop knowledge of students in terms of structural implementation & behavioral implementation

Curriculum Details

Course Contents	Duration
Unit-I INTRODUCTION TO STRATEGIC MANAGEMENT STRATEGY FORMULATION AND DEFINING VISION, <ul style="list-style-type: none"> • Definition of Strategic Management—Nature of Strategic Management— • Dimensions of Strategic Management—Need for Strategic Management— • Benefits of Strategic Management—Risks involved in Strategic Management—Strategic Management Process • Aspects of Strategy Formulation—Business Vision—Defining Vision— • Nature of Vision—Characteristics of Vision Statements—Importance of Vision—Advantages of Vision. • Case Studies 	15 Hrs
Unit-II DEFINING MISSION, GOALS AND OBJECTIVES, EXTERNAL ASSESSMENT <ul style="list-style-type: none"> • Defining Mission, Importance of Mission Statement 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> • Characteristics of a Mission Statement • Components of a Mission Statement, Formulation of Mission Statement • Evaluating Mission Statements, Concept of Goals and Objectives. • Concept of Environment Porter's Five Force Analysis, The Five Forces • Forces that Shape Competition, Industry Analysis, Framework for Industry Analysis • Competitive Analysis, Environmental Scanning • Features of Environmental Analysis, Techniques of Environmental Scanning. 	
<p>Unit-III CORPORATE LEVEL STRATEGIES, BUSINESS LEVEL STRATEGIES</p> <ul style="list-style-type: none"> • Process for Strategic Choice, focusing on a few Alternatives, Considering Selection Factors • Evaluating the Alternatives, Making the Actual Choice • Industry Analysis, Corporate Portfolio Analysis, Display Matrices, Balancing the Portfolio, Portfolio and other Analytical • Models Contingency Strategies. • Activating Strategies—Nature of Strategy Implementation—Barriers and • Issues in Strategy Implementation—Model for Strategy Implementation— • Resource Allocation—Importance of Resource Allocation—Managing • Resource Conflict—Criteria for Resource Allocation Process— • Factors affecting Resource Allocation—Difficulties in Resource Allocation. • Case Studies 	10 Hrs
<p>Unit-IV: STRUCTURAL IMPLEMENTATION & BEHAVIOURAL IMPLEMENTATION</p> <ul style="list-style-type: none"> • Basic Principles of Organisational Structure—Relation between Strategy • Structure—Improving Effectiveness of Traditional Organisational • Structures—Types of Organisational Structures—Modular • Organisation—Towards Boundary Less Structures—Structures for Strategies • Stakeholders and Strategy—Strategic Leadership—Leadership • Approaches—Corporate Culture and Strategic Management— • Influence of Culture on Behaviour—Creating Strategy Supportive Culture— • Personal Values and Ethics—Importance of Ethics—Approaches to • Ethics—Building an Ethical Organisation—Social Responsibility and • Strategic Management—Responsibilities of Business— • Need for CSR: The Strategy. 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
24401.1	Understand the concept and process of strategic management
24401.2	Illustrate various tools used for strategic choice
24401.3	Evaluate external and internal business environment
24401.4	Understand the strategy implementation

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
24401.1	2	1	2	1	1	2	3
24401.2	1	2	2	0	2	2	3
24401.3	2	1	2	1	2	2	0
24401.4	1	0	2	1	0	0	2

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Strategic Management	Fed R David	New Jersey, Prentice Hall,
2	Strategic Management	Gregory G. Dess, GT Lumpkin and ML Taylor	McGraw-Hill,

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Strategic Management and Business Policy	Kazmi, A. (2008)	The McGraw Hill companies
2	Strategic Management	Pearce JA and Robinson RB	McGraw Hill
3	Business Policy and Strategic Management	Vipin Gupta, Kamala Gollakota and R. Srinivasan	Prentice-Hall of India, New Delhi

Useful Link /Web Resources:

Abdellatif M., Amann B. and Jaussaud J. (2010), Family versus non family business: A comparison of international strategies. Journal of Family Business Strategy, 1(2), 108–116.

Abell D. F. (1999), Competing today while preparing for tomorrow, MIT Sloan Management Review, 40/3, 73–81.

Ackelsberg R. and Arlow P. (1985), Small business do plan and it pays off. Long Range Planning, 18(5), 61–67.

Adams J., Tashchian A. and Shore T. (1996), Ethics in family and non-family owned firms: An exploratory study. Family Business Review, 9(2), 157–170.

Adler P. S. (1995), Interdepartmental interdependence and coordination: The case of the design/manufacturing interface. Organization Science, 6(2), 147–167.

Adler P. S. and Kwon S. W. (2002), Social ...

Course Title : Retail Marketing	
Course Code: MB24402	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	The concept, process and management of retail business.
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Course Objectives:

1.	To understand the concept, process and management of retail business
2.	To develop an understanding of the retail strategy and planning process.
3.	To have an understanding of merchandise process

Curriculum Details

Course Contents	Duration
Unit-I An overview of Retailing - Retail Marketing: Introduction to retail, Theories of Retailing industry, Classification of retailers: Store based and Non-store based retailers, Organized and Unorganized Retailing, retail consumer, retail marketing mix, Store location and site evaluation, Store layout and design..	10 Hrs
Unit-II Retail store location and layout - Country/Region analysis – Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout – Interior store design and layout - Interior design elements. Communicating with the retail customer - Retail promotion mix Advertising - Sales promotion - Publicity - Retail selling process – Retail database- In-store customer service	15 Hrs
Unit-III <ul style="list-style-type: none"> Retail Merchandising: Concept, Merchandising Planning Process, Methods of Merchandising Procurement, Retail Pricing & Evaluating Merchandising Performance. Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display. 	10 Hrs

Course Contents	Duration
Unit-IV Retail strategies – Supply chain management – managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
402.1	Apply relevant knowledge and skills to manage retail management issues.
402.2	To develop the students towards managing the retail stores and organizations.
402.3	To know the consumer purchase decision process in the context of organized retailing.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
402.1		1	2	-	2	2	3	3
402.2		1	1	-	-	1	3	1
402.3		2	-	1	1	2	2	3

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Retail Management	Levy, Michael and Barton A. Weitz (2003)	Tata McGraw Hill, 5th Edition
2	Managing Retailing	Sinha, P. K. and Uniyal, D. P. (2007)	Oxford, 1st Edition
3	Retail Management - Text and Cases	Pradhan, Swapna (2007)	Tata McGraw Hill, 2nd Edition

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Retailing: Environment and Operations	Newman, Andrew J. and Peter Cullen (2007)	Thomson, 1st Edition
2	Retailing – An Introduction,	Cox, Roger and Paul Brittain (2004),	Pearson Education, 5th Edition
3	Retail Marketing Management,	Gilbert, David (1999)	Prentice Hall, 1st Edition
	Retailing	Dunne, Patrick M; Robert F. Lusch and David Griffith (2002),	Thomson (South-Western), 4th Edition.
4	Retail Management	Nair, Suja (2006),	Himalaya Publishing House, 1st Edition.
5	Retail Management – A Strategic Approach,	Berman, Barry and Joel R. Evans (2006)	Pearson Education, 9th Edition.
6	Retailing Management	Swapna Pradhan	Tata McGraw-Hill Publishing Company
7	Retail Marketing	A Sivakumar	Excel Books New Delhi

Course Title : Service Marketing	
Course Code: MB24403	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Understanding the concepts of services marketing.
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Course Objectives:

1.	To provide understanding of the concepts of services marketing.
2.	To help understand the consumer perceptions of service.
3.	To help appreciate the impact of Distribution Channels in Service Industry

Curriculum Details

Course Contents	Duration
Unit-I Introduction to Services Marketing: Services: Concepts, Characteristics and Classification of Services. Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India	10 Hrs
Unit-II Focusing on Consumer: Consumer Behaviour in Services, Relevance of Consumer Behaviour, Consumer Expectations in Service, Consumer Perceptions of Service, Customer Satisfaction, Understanding Consumer Requirements: Listening to Customers through Research, Building Customer Relationships, Customer Feedback, Service Failure, Service Recovery and Recovery Strategies.	15 Hrs
Unit-III <ul style="list-style-type: none"> • Role of Process, People & Physical Evidence in Services Marketing: Process - Service system - Service system, Service scape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process. • People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Physical 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing 	
Unit-IV Managing Service Promises: Managing Distribution Channels in Service Industry, Strategies for Distribution, Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods, Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
403.1	Understand Marketing Management of companies offering Services.
403.2	Learn various influences of the consumer behaviour in services
403.3	Analyse and develop the service marketing strategies

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
403.1		1	3	-	1	1	1	3
403.2		1	1	2	-	-	2	2
403.3		2	-	1	2	-	1	3

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Service Marketing Concepts Applications & Cases	Mk Rampal, SI Gupta,	Galgotia Publishing Company
2	Services Marketing: People Technology Strategy	Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta,	Pearson Education; 8th edition (2017)
3	Services Marketing	Zeithaml, Bitner, Gremler & Pandit,	TMGH, 4th Edition

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Service Management: Operations, Strategy, and Information Technology,	James A. Fitzsimmons, Mona J. Fitzsimmons,	McGraw-Hill/Irwin, 2006
2	Services Marketing: Concepts and Practices	Ramneek Kapoor, Justin Paul & Biplab Halder	McGraw Hill
3	Services Marketing ,	Rajendra Nargundkar	McGraw-Hill, 3rd Edition
	Services Marketing,	2nd Edition	Rao -Pearson
4	Service Marketing,	C. Bhattacharya	Excel Books
5	Services Marketing –	K. Rama Mohana Rao, Pearson	2 edition 2011
6	Services Marketing-,	Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit	Mcgrawhill
7	Services Marketing -	Zha S.M.,	Himalaya Publishing House

Course Title : Human Resource Management	
Course Code: MB24203	Semester: II
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling the Human Resources.
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Course Objectives:

1.	To teach basic concepts approaches, techniques to manage IR
2.	To understand Industrial Relations Institutions like trade unions, associations and industrial tribunals
3.	To develop knowledge to settle industrial disputes and to learn the collective bargaining to settle the disputes.
4	To enhance the analytical and critical thinking skills
5	To understand the legal aspects related to maintain the IR

Curriculum Details

Course Contents	Duration
Unit-I Basics of Industrial Relations: <ul style="list-style-type: none"> Definition – Objectives, Scope, Importance, factors affecting IR, approaches of IR Industrial Disputes – Meaning, Definition, Causes of Industrial Disputes, Prevention of ID and Settlement techniques of ID Industrial Disputes Act 1947. 	15 Hrs
Unit-II Collective Bargaining: <ul style="list-style-type: none"> Collective Bargaining – Meaning, Definition, Scope, Importance, essentials, Process of collective bargaining Agreements – Meaning, Basics of agreements, Implementation and administration of agreements Negotiation – Meaning, Definition, Types of negotiation, Process of negotiation, essential skills for negotiation Workers Participation in Management 	10 Hrs

Course Contents	Duration
Unit-III Trade Union <ul style="list-style-type: none"> Trade Union - Definition, Scope, Importance, Trade Union Act 1926, Procedure for registration of TU, Union structure, Roles-Responsibilities-Rights of trade union, Problems of Trade Unions Grievance – Meaning, Forms and sources of grievances, grievance redressal process and policies, model grievance procedure, discipline approaches to manage grievances 	10 Hrs
Unit-IV Labour Laws: <ul style="list-style-type: none"> Contract Labour Act Management of Sexual Harassment and sexual harassment prevention acts Bombay Shop and Establishment act Factories act 1948 – Health & Safety preventions Whistle blowers protection act 2013 Industrial Employment Central Amendment Rules 2018 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the features of Industrial Relations
203.2	Describe the various labour laws in India
203.3	Demonstrate the practical application laws in maintaining IR and minimising the industrial disputes
203.4	Describe Trade Unions and Grievance policies and procedures
203.5	Differentiate Collective bargaining and negotiation

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management	P.Subba Rao	Himalaya Publishing House
2	Personnel & Human Resource Management	P.Subba Rao	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management – Text & Cases	K. Ashwatthappa	Himalaya Publishing House
2	Personnel Management	Edwin Flippo	Tata M/c Graw-Hill Publication

Useful Link /Web Resources:

1. ICFAI – HRM Review

Course Title : HR Paper IV – HR Analytics & Digitalization of HR	
Course Code: MB24203	Semester: II
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling the Human Resources.
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Course Objectives:

1.	To teach basic concepts of HR Analytics
2.	To develop knowledge about digitalization of HR practices
3.	To provide basics of HRIS and HR accounting
4	To introduce students with the overall HRM practices and procedures within the organization with the help of digitalization and modernization

Curriculum Details

Course Contents	Duration
Unit-I Basics of HR Analytics: <ul style="list-style-type: none"> Definition – Basics of HR Analytics, Models of HR analytics, Process of conducting HR analysis, Understanding HR Data- Importance of Data, Types of data, methods of capturing data, HR metrics from perspective of HR analytics HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process 	15 Hrs
Unit-II Analytics in Key Processes: <ul style="list-style-type: none"> HR analytics for: recruitment and selection, training and development, performance appraisal, talent management, compensation management, Talent management Tools for Analysis - MS Excel, R, Tableau, Power BI, Descriptive Analytics in HR, Data Visualization for Key HR processes Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics 	10 Hrs

Course Contents	Duration
Unit-III Digitalization of HR Practices <ul style="list-style-type: none"> Understanding digital HR – Definition, benefits of adoption, process of adoption, Need for digitalization, barriers for digitalisation examples of successful transformation Change Management - Skills required for HR digitalization, Concept of change management, employee engagement in digital channels Talent acquisition and management – how to use the digital platform for recruitment, selection and talent management 	10 Hrs
Unit-IV Digital Strategy: <ul style="list-style-type: none"> HRIS – Meaning, Importance, Role, Process, Application Tracking System (ATS), Learning Management System (LMS), Employee feedback and communication, Digital performance appraisal Digital Employment – introduction, concept, types of digital employment, distance employment, digital employment security 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the features of HR analytics
203.2	Describe the digitalization of HR activities
203.3	Demonstrate the practical application of modern techniques of HRM
203.4	Describe various tools for HR analytics
203.5	Differentiate the HR analytics and digitalization of HR practices
203.6	Critically analyse tools and techniques used of analysing HR and converting it into digital tools

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management	P.Subba Rao	Himalaya Publishing House
2	Personnel & Human Resource Management	P.Subba Rao	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Human Resource Management – Text & Cases	K. Ashwatthappa	Himalaya Publishing House
2	Personnel Management	Edwin Flippo	Tata M/c Graw-Hill Publication

Useful Link /Web Resources:

1. ICFAI – HRM Review

Course Title : International Finance	
Course Code: MB 203	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	International Finance
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Course Objectives: -

1.	To teach basic concepts of International Finance
2.	To develop knowledge of Students in terms of currency forecasting
3.	To provide basics of Balance of Payment
4	To introduce students With foreign exchange market like future, swap and options

Curriculum Details

Course Contents	Duration
Unit-I INTRODUCTION TO INTERNATIONAL FINANCE & INTERNATIONAL MONETARY SYSTEM <ul style="list-style-type: none"> Rise of Multinational Corporations, Forces changing Global Market Internationalization of Business and Finance Multinational Financial Management –Theory and Practice Emerging Challenges for International Finance Manager and its Responsibilities Introduction to Exchange Rate System, Brief Overview of Various Exchange Rate Systems A Brief History of the International Monetary System, The European Monetary System and Monetary Union Emerging Market Currency Crisis 	15 Hrs
Unit-II PARITY CONDITIONS AND CURRENCY FORECASTING, BALANCE OF PAYMENTS <ul style="list-style-type: none"> Concept of Purchasing Power Parity, Interest Rate Parity Theory The Fischer Effect, The International Fischer Effect The Relationship between Forward Rate and Future Spot Rate, Currency Forecasting Concept of Balance of Payments, Balance of Payment Categories Balance in Balance of Payment Statement 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> International Flow of Goods Services and Capital, Coping with Current Account Deficit 	
Unit-III THE FOREIGN EXCHANGE MARKET & FOREX MARKET IN INDIA <ul style="list-style-type: none"> Organization of Foreign Exchange Market, The Spot Market, The Forward Market Forex Market Participants Forex Market in India- A Historical Perspective, Foreign Exchange Regulation Act Pre-Liberalization Exchange Rate Regime in India Introduction to Currency Convertibility in Current and Capital Account 	10 Hrs
Unit-IV: CURRENCY FUTURES, CURRENCY OPTIONS, SWAP MARKETS <ul style="list-style-type: none"> Introduction to Futures Contracts Specifications of Currency Futures Contract Hedging and Trading with Currency Futures Currency futures in India- A Brief Overview of Trading System at NSE, Interest Rate Futures, Hedging and Speculation with Interest Rate Futures Introduction to Currency Options, Types of Currency Options, Pricing of Currency Options Hedging and Trading with Currency Options, Option Pricing Models 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the basics of international finance
203.2	Students will be able to understand international monetary system
203.3	Students will be benefited by getting the knowledge of foreign exchange market
203.4	Understand the Futures Contracts Specifications of Currency Futures Contract
203.5	Students will be able to get the knowledge about the currency options and currency futures
203.6	Student will learn heading and trading with currency option.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Foreign exchange and risk management	Jeevanandam C.	Sultan Chand & Sons 2020
2	Multinational Financial Management	Bhalla.V.K	Anmol Publications

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	International Financial Management	Apte. P.G.	TMH Publication
2	“Multinational Business Finance	Eiteman,Stonehill &Moffett,	Pearson education
3	“International Financial Management	Sharan, Vyuptakesh	PHI Learning

Useful Link /Web Resources:

1. https://www.hcilondon.in/pressview.php?category_id=1138
2. Read more at: <http://www.caclubindia.com/forum/-foreign-trade-financing—56826.asp#.VHQYb8ldIdU>

Course Title : Investment & Risk Management	
Course Code: MB 203	Semester: III
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Investment and Risk Management
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Course Objectives: -

1.	To teach basic concepts of investment and risk management
2.	To develop knowledge of Students in terms of investment avenues
3.	To provide basics of Mutual funds
4	To introduce students valuation of shares

Curriculum Details

Course Contents	Duration
Unit-I Introduction to the Investment Management <ul style="list-style-type: none"> Investment: Introduction, Concept, Objectives, Investment vs. Saving, Investment v/s speculation, Features of good Investment Avenues of Investment: Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Pension Scheme, National Savings Certificates and Ponzi schemes. Marketable Fixed Income Avenues- Preference Shares, FCD, NCD, Bonds, Govt. Floating Rate Savings Bonds, Gilt edged securities. Other Avenues- Equity Shares, Antiques and Art, Mutual Fund, Life Insurance, Real Estate, Sovereign Gold Bond Scheme, Sovereign Gold Bonds vs. Gold ETF, Digital Currency- Crypto Risk and Return: Meaning of Risk, Types of Risk, Systematic Risk and Unsystematic Risk, Measurement of systematic risk- Calculation of Risk and return, Expected Return of a portfolio, Calculation of portfolio Risk and return, risk-return trade off and precautions to minimize the risk. d) Investment Management Process: Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation. 	15 Hrs
Unit-II Debt and Mutual Fund as Avenues of Investment	

Course Contents	Duration
<ul style="list-style-type: none"> Debt Instruments: Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to Bond-Features, Bond Valuation, Bond Duration, Bond Yields, Current Yield, Yield to Maturity. Mutual Funds: Concept, Advantages of MF, Management of MF, Role of SEBI in MF, Types of Funds- Open-end vs. Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Purchase and redemption of units, entry and exit load. 	10 Hrs
Unit-III Valuation of Shares and Business <ul style="list-style-type: none"> Process of Valuation of Shares and Business Asset Based Valuation, Dividend Yield, Earnings Yield, Fair Value, Discounted cash Flow Techniques and Theoretical Techniques of Valuation. Case studies 	10 Hrs
Unit-IV: Fixed Income Securities Valuations <ul style="list-style-type: none"> Components of Debt Market, Valuation of Debt and Bonds, Bond Risk Analysis and Credit Rating Process of Bonds. Case Studies 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the basics of investment avenues
203.2	Evaluate risk and return in different investment avenues.
203.3	Students will be benefited by getting the knowledge of valuation of shares
203.4	Understand the technique of valuation

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	1	0	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	1	0	2	1	0	0	2
203.5	2	3	3	2	1	3	2
203.6	2	0	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Investment management	M.Y. Khan	Tata McGraw Hill, New Delhi, Mumbai
2	Investment Management	Bhalla.V.K	S. Chand Publication

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Personal Investment & Tax Planning	N.J.Yasaswy.	Vision Books Pvt. Ltd., New Delhi.Gerald Krefetz
2	Investment Management	Preeti Singh	Himalaya Publishing House, Mumbai.
3	Investment Analysis and Portfolio Managemen	Prasanna Chandra	Tata McGraw Hill, NewDelhi, Mumbai

Useful Link /Web Resources:

[www.investing .com](http://www.investing.com)

www.google.com

www.mutuaafunds.com

Course Title: BUSINESS ANALYTICS USING R	
Course Code: MB24404	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling Business Analytics
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Course Objectives:

1.	To teach basic concepts of Business Analytics Using R
2.	To develop R environment knowledge.
3.	To provide basics of Control Statements and Functions
4.	To introduce students with the overall Data Visualization

Curriculum Details

Course Contents	Duration
Unit-I. Programming Fundamentals and Overview of R: <ul style="list-style-type: none"> Introduction, Algorithm, Flowchart, Programming Languages, History and Overview of R, Basic features of R, R Resources, Limitations of R 	15 Hrs
Unit-II R Environment <ul style="list-style-type: none"> R Installation, Getting started with R interface, Basic Syntax, R Data Types, Variables, Objects, Attributes, Vectors, Matrices, Lists, Factors, Operators, Getting data into R, Data Frames, R environment 	10 Hrs
Unit-III Control Statements and Functions <ul style="list-style-type: none"> Manage Data Frames with R Packages, Decision Making, Control Structures – If Else, Looping Statements – For Loop, While Loop, Functions, Loop Functions, Argument Matching, Develop R Scripts, Dates and Times, Data Interfaces, Removing NA Values 	10 Hrs

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Course Contents	Duration
Unit-IV Data Visualization <ul style="list-style-type: none"> Introduction, Data Visualization using R packages, Visualizing Distributions, Plots for Data Visualization, Basic Statistical Analysis, Model Basics, Primary R Functions, R objects for Statistical modeling, Model building, Visualizing Models 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
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404.1	Understand the features of Business Analytics Using R
404.2	Describe the functions of Programming Fundamentals and Overview of R and elaborate the practical use of those functions
404.3	Demonstrate the practical application of modern techniques of Control Statements and Functions
404.4	Describe the Data Visualization of individual working in the organisation
404.5	Differentiate the Data Visualization & R Environment
404.6	Critically analyse the R Environment

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
404.1	2	1	2	1	1	2	3
404.2	0	1	2	1	2	2	3

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404.3	2	1	2	1	0	2	2
404.4	0	2	2	1	0	0	2
404.5	2	3	3	2	1	3	2
404.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	R for Business Analytics	A Ohri.	Thomson Asia Pvt. Ltd., Singapore
2	Statistical data analysis explained	Clemens Reimann	John Wiley and Sons Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Data science in R	Deborah Nolan. Boca Raton	CRC Press
2	Statistical Modelling in R	Murray Aitkin, Brian Francis,	Oxford University Press; 1 edition, 2009

Course Title: Cloud Computing and Virtualization	
Course Code: MB24405	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling Cloud Computing
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Course Objectives:

1.	To teach basic concepts of Introduction to Cloud Computing
2.	To develop Cloud Operating System knowledge.
3.	To provide basics of Principles of Virtualization platforms
4.	To introduce students with the overall Introduction of Open source vitalization application.

Curriculum Details

Course Contents	Duration
Unit-I. Introduction to Cloud Computing: <ul style="list-style-type: none"> Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business. Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid. 	15 Hrs
Unit-II Cloud Operating System: <ul style="list-style-type: none"> , Cloud Architectures including Federated Clouds Scalability, Performance, Quality of Service, Data centres for Cloud Computing. 	10 Hrs
Unit-III Principles of Virtualization platforms: <ul style="list-style-type: none"> Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology 	10 Hrs

Course Contents	Duration
Unit-IV Introduction of Open source vitalization application. <ul style="list-style-type: none"> ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
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405.1	Understand the features Introduction to Cloud Computing
405.2	Describe the functions of Cloud Operating System and elaborate the practical use of those functions
405.3	Demonstrate the practical application of Principles of Virtualization platforms
405.4	Describe the Introduction of Open source vitalization application
405.5	Describe Capacity Planning
405.6	Critically analyse the laws related to the Cloud Computing and Virtualization

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
405.1	2	1	2	1	1	2	3
405.2	0	1	2	1	2	2	3
405.3	2	1	2	1	0	2	2
405.4	0	2	2	1	0	0	2

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405.5	2	3	3	2	1	3	2
405.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Cloud Computing: SaaS, PaaS, IaaS, Virtualization	Kris Jamsa	Himalaya Publishing House, Delhi.
2	Cloud Computing: Principles and Paradigms	Rajkumar Buyya	Tata McGraw Hill Education Private Limited, Delhi

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Vignesh Prajapati, "Big Data Analytics with R and Hadoop"	Shroff	,1st Edition, Packt Publications .
2	Cloud Computing: Fundamentals, Industry Approach and Trends	Rishabh Sharma	Dreamtech Press Publisher

Course Title : Tourism Management	
Course Code: MB 203	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Tourism Management
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Course Objectives: -

1.	Understand various types tourism in India
2.	Understand the various tourism resources
3.	To learn the concept tourism management
4	Understand the concept of Tourism Marketing Mix

Curriculum Details

Course Contents	Duration
Unit-I Tourism Concept <ul style="list-style-type: none"> • Meaning and Definition, Need and Importance of Tourism development in India, • Classification tourist, • Types of tourism, Emerging Trends in Tourism. • Management of Tourism Components • 5 A's i.e. <ul style="list-style-type: none"> - Accommodation - Accessibility Amenities, - Attractions and Activities and its impact on tourism. - Compare and contrast inbound and outbound tourism 	15 Hrs
Unit-II Tourism resources - <ul style="list-style-type: none"> • Natural, manmade, cultural, social, business and other. • Indian Tourism Policies for Tourism Planning and Development. • Role and importance of various Tourism Organization and its organizational structure – • United Nations Educational, Scientific and Cultural Organization (UNESCO Indian Tourism Development Corporation(ITDC), 	10 Hrs

Course Contents	Duration
Indian Association of Tour Operators(IATO) and State tourism development corporations like MTDC	
Unit-III Concept of Tourism management: <ul style="list-style-type: none"> Functions of Tourism Management Principles of Tourism Management, Transport System in tourism- Role of IRCTC for tourism promotion in India Role of Travel Agency and Tour Operation in tourism development. Accommodation options in tourism -Information Technology and its application in tourism. Government laws in tourism management 	10 Hrs
Unit-IV: Concept of Tourism Marketing Mix <ul style="list-style-type: none"> Marketing Mix Management, Developing the Tourism Product / Service, Product Decisions-Product Line, Product Mix, New Product Development, Branding Decisions, Pricing Decision - Pricing Considerations and Approaches in tourism product- Pricing Strategies, Problems in tourism marketing. Importance of social media marketing for tourism promotion. Changing Marketing trends in tourism industry in India and outside India. Role and Importance of People, Packaging, Partnership and Physical Evidence in Customer Satisfaction and to obtain new customer. 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	To Understand Various Tourism Trends
203.2	To Know the Tourism Development Policies of India
203.3	To Manage Tourism Marketing Mix
203.4	Role of Tourism Organization in Tourism Development.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
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203.1	2	1	2	1	1	2	3
203.2	1	2	0	1	2	2	3
203.3	2	0	1	1	2	2	2
203.4	1	2	1	2	1	0	0
203.5	2	3	3	2	1	3	2
203.6	2	1	2	1	0	2	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Basics of Tourism	Kamra, K. and Chand M	Kanishka Publisher and Distributors, New Delhi
2	Tourism Management	Stephen J	Oxford University Press Elsevier Limited, U.S.A

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Tourism Principles and Practice	Swain Sampad Kumar and Mishra Jitendra Mohan	Oxford University press, 2011
2	Tourism Development	Rabindranath Seth and Om Gupta	
3	Tourism in India-An overview	Bhakta Anutosh	y Kalpaz publication, 2005, Vol.2

Useful Link /Web Resources:

<https://tourism.gov.in/>

<https://www.trawex.com/>

www.google.com

Course Title : Digitalization of Hospitality & Tourism Management	
Course Code: MB 204	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks :60

Prior Knowledge of:	Digitalization of Hospitality & Tourism Management
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Course Objectives: -

1.	Understand the concept of digitalization and E tourism
2.	Understand the historical development of digitalization of hospitality management
3.	To learn the global digital distribution system
4	Understand the concept of technologies in digital hospitality management

Curriculum Details

Course Contents	Duration
Unit-I Introduction to Digital (E) -Tourism <ul style="list-style-type: none"> • Use of Information Technology in Tourism, • Historical Development • Electronic technology for data processing and communication • Strategic, Tactical and operational use of IT in Tourism 	15 Hrs
Unit-II History and Evolution of Global Distribution System <ul style="list-style-type: none"> • History & Evolution - GDS & CRS. • Levels of CRS Participation • - Hotel Distribution System • Cases of Amadeus - Galileo, World Span, Sabre • Abacus - Changing Business models of GDS. 	10 Hrs
Unit-III Typologies of E-Tourism <ul style="list-style-type: none"> • Business models - Business to Business (B2B) • Business to Consumer (B2C) • Consumer to Business (C2B) • Consumer to consumer (C2C) 	10 Hrs

Course Contents	Duration
<ul style="list-style-type: none"> Business to Employees (B2E) & Business to Government (B2G) 	
Unit-IV: Payment Systems in E-Tourism <ul style="list-style-type: none"> Payment Gateway - Billing and Settlement Plan (BSP) Security Issues and Certification Future of E-tourism Travel Blogs - E-marketing and promotion of Tourism Products Challenges for conventional business models & Competitive strategies. 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
204.1	Understand the meaning and concepts of digital tourism
204.2	Gain an understanding of the significance of digital technology for data processing and communication in e-tourism
204.3	To understand the future of Digitalization of hospitality
204.4	To understand the challenges for digitalization

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	1	2	1	0	2	2	3
203.3	2	1	0	1	2	2	2
203.4	1	2	1	2	0	1	0
203.5	2	3	3	2	1	3	2
203.6	2	1	2	1	0	2	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	ETOURISM: INFORMATION TECHNOLOGY FOR STRATEGIC TOURISM MANAGEMENT	Buhalis D. (2004)	Prentice Hall India.
2	INTRODUCTION TO ECOMMERCE	Rayport J.F. & Jaworski B.J. (2002)	Mc Graw Hill.

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	ELECTRONIC PRINCIPLES,	Malvino A.P (1995),	McGraw-Hill.
2	TOURISM, TECHNOLOGY AND COMPETITIVE STRATEGIES	Poon A. (1998),	

Useful Link /Web Resources:

<https://whatfix.com/blog/digital-transformation-hospitality/>

<https://www.trawex.com/>

www.google.com

Course Title: International Supply Chain Management	
Course Code: MB24402	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling International Supply Chain Management
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Course Objectives:

1.	To teach basic concepts of International Supply Chain Management
2.	To develop global logistics knowledge.
3.	To provide basics of logistics control
4.	To introduce students with the overall International Supply Chain Management.

Curriculum Details

Course Contents	Duration
Unit-I. International Logistics: <ul style="list-style-type: none"> Meaning and objectives, INCO TERMS, Logistical Packaging, Types of shipping, International laws related to logistics and transportation of goods, financial processing. 	15 Hrs
Unit-II International Supply Chain Management: <ul style="list-style-type: none"> Planning the Global Supply Chain, Risk Management in the Global Logistics, Measuring the Logistic Cost and Performance, Travel Times, Country Sea Ports, Air Ports. Free Trade Zone and their Impact on Supply Chain Management. Customs and Regulations, Trade Documentation. 	10 Hrs
Unit-III International Transportation: <ul style="list-style-type: none"> Importance of Transport in Global Logistics, Containerization, International Sea Transport, Air Transport, Road Transport and Multimode Transport, Characteristics of all Mode of Transport, Factors influencing 	10 Hrs

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Course Contents	Duration
Unit-IV Mode and Carrier Selection decision. <ul style="list-style-type: none"> Role of Shipping Lines, Freight Forwarder, Custom House Agent. Vessel details How to select FF and CHA, CHA License, Containers – Types, Standard Dimension 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
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402.1	Understand the features International Supply Chain Management
402.2	Describe the functions of International Supply Chain Management and elaborate the practical use of those functions
402.3	Demonstrate the practical application of modern techniques of logistics
402.4	Describe the compensation management of individual working in the organisation
402.5	Differentiate the national & international logistics system
402.6	Critically analyse the laws related to the International Supply Chain Management

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
402.1	2	1	2	1	1	2	3
402.2	0	1	2	1	2	2	3
402.3	2	1	2	1	0	2	2
402.4	0	2	2	1	0	0	2

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402.5	2	3	3	2	1	3	2
402.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	International Business – Text and Cases	Dr. P. Subba Rao.	Himalaya Publishing House, Delhi.
2	International Business	K. Aswathappa	Tata McGraw Hill Education Private Limited, Delhi

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	International Logistics: Global Supply Chain Management	Douglas Long-Southern.	Maryland Books.
2	Global Supply Chain Management and International Logistics	Alan E. Branch	

Course Title: Purchase Management	
Course Code: MB24403	Semester: IV
Teaching Scheme L-T-P: 3-0-0	Credits: 3
Evaluation Scheme ISE, MSE: 20/20	ESE Marks : 60

Prior Knowledge of:	Basic knowledge of Handling Materials and Inventory Management
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Course Objectives:

1.	To teach basic concepts of Purchase Management
2.	To develop Supplier Management knowledge
3.	To provide CSR and environmental friendly trends in purchase
4	To introduce students with purchasing for international import-export

Curriculum Details

Course Contents	Duration
Unit-I. Introduction to Purchasing <ul style="list-style-type: none"> Purchasing: meaning, definition, importance, objectives, , 6R of purchasing, Purchasing cycle, Purchase order, PO and Invoice, Purchase records 	15 Hrs
Unit-II Supplier Management and Purchase policy <ul style="list-style-type: none"> Selecting right supplier, sourcing techniques, role of supplier, Vendor rating and development, Vendor managed inventory Purchase policy, its objectives, Purchasing techniques for effective buying, value analysis 	10 Hrs
Unit-III CSR and Environmental outlook in purchase management <ul style="list-style-type: none"> Ethics in purchase management, trends towards ethical purchasing, benefits Introduction to environmentally preferable purchasing, Its impact, safety and health, global warming, Green products and services 	10 Hrs
Unit-IV Purchasing for Global Export-Import <ul style="list-style-type: none"> Purchase procedure for global export-import, Global sourcing, HS code, Product selection, packaging, payment terms, types of letter of credit for exim, Insurance. 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
403.1	Understand the features Purchase Management
403.2	Describe the functions in supplier management
403.3	Demonstrate the practical application techniques of purchasing
403.4	Describe the CSR in purchasing
403.5	Describe the environmental outlook in purchasing
403.6	Critically analyse the purchasing procedures in global scenario

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
403.1	2	1	2	1	1	2	3
403.2	0	1	2	1	2	2	3
403.3	2	1	2	1	0	2	2
403.4	0	2	2	1	0	0	2
403.5	2	3	3	2	1	3	2
403.6	0	2	1	2	1	0	1

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Production and Inventory control handbook	Greene, James – H.	Himalaya Publishing House, Delhi.
2	Purchasing Management	Johan Abrahamsson, Lars Bedey and ors	Chamlers Publication

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Materials Management – Procedure, Text & Cases	S. A. K. Dutta.	McGraw Hill Publication
2	Production & Opn. Management	S.N. Chary	McGraw Hill Publication

Course Title : Agri Business & Cooperative Management	
Course Code: MB24403	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Understanding the concepts of services marketing.
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Course Objectives:

1.	The primary objectives of agribusiness and cooperative management revolve around enhancing agricultural productivity
2.	To maximizing farmer incomes & promoting sustainable practices.
3.	Innovation and Technological Advancement

Curriculum Details

Course Contents	Duration
Unit-I Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development. Agricultural business management, forms of business organisation, production relationships, cost concept, farm planning	10 Hrs
Unit-II Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management. The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making. Agricultural marketing, agribusiness and balance sheet analysis, project preparation, role of agro-processing in agribusiness development	15 Hrs
Unit-III <ul style="list-style-type: none"> Human resource management, placement and role of board of directors in cooperative management Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative 	10 Hrs

Unit-IV	10 Hrs
Principles of cooperation, process of cooperative formation, cooperative legislation, governance in agribusiness cooperatives, management of cooperatives, overview of agribusiness cooperatives. Credit cooperatives, production/processing based cooperatives, cooperative marketing, dairy cooperatives, tribal cooperatives	

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
403.1	To understand knowledge of Indian agriculture, its challenges, and opportunities.
403.2	Learn management skills applicable to cooperative settings, such as leadership, communication, and financial management.
403.3	To understand the principles and practices of cooperative management.

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
403.1		3	1	-	1	2	2	3
403.2		1	1	2	-	-	2	2
403.3		2	-	1	2	-	1	3

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	New Dimensions of Cooperative Management.	Akmat JS. 1978	Himalaya Publ. House
2	Cooperative Management Patterns	Ansari AA. 1990.	Anmol Publ.
3	Professional Management for the Cooperatives	Sah AK. 1984	Vikas Publ. House.

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Agricultural Marketing in India.	Acharya SS & Agarwal NL. 2004	4th Ed. Oxford & IBH
2	Cooperative Management Patterns	Ansari AA. 1990.	Anmol Publ.
3	Professional Management for the Cooperatives	Sah AK. 1984	Vikas Publ. House.
4	Strategic Management, Concept and Cases,	David FR and David FR. 2016.	Pearson India Edn, Fifteenth Edition
5	Organizational Behaviour	Stephen P. Robinson	PHI, New Delhi.
6	Management Policy & Strategic Management –	R.M.Shivastava	Himalaya Publishing House, Mumbai.
7	New Dimensions of Cooperative Management.	Akmat JS. 1978	Himalaya Publ. House
8	A Text Book of Agri-Business Management.	Broadway AC & Broadway Arif A. 2003	Kalyani

Course Title : Financing of Agri Business	
Course Code: MB24404	Semester: IV
Teaching Scheme L-T-P : 3-0-0	Credits : 3
Evaluation Scheme ISE, MSE : 20/20	ESE Marks : 60

Prior Knowledge of:	Various aspects of financial management for agribusiness.
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Course Objectives:

1.	To impart trainings to the students regarding various aspects of financial management for agribusiness.
2.	To know the nature of Agri-Business finance
3.	To improve the financial management of Agribusiness.

Curriculum Details

Course Contents	Duration
Unit-I Unit-I: Meaning, importance, nature and scope of financing in India, agribusiness financing in India; classification and credit need in changing agriculture scenario; finance functions, investment financing, Risk and return concept & analysis	10 Hrs
Unit-II Agricultural Financing - Sources of Agricultural Finance Cooperative Credit Institutions National Bank for Agriculture and Rural Development (NABARD), Regional Rural Banks. Commercial Banks and Rural credit, Non Institutional Finance. financial markets: money and capital markets; regional and all India financial institutions commercial banks, regional rural banks, NABARD, cooperatives' (NCDC and other institutions) Agro Industries Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs; LIC, Non-banking financial companies	15 Hrs
Unit-III <ul style="list-style-type: none"> Agri business financing system in India: aims and objectives of financing of agri-business, framework of financial decision making, changing role of finance manager, long term finance and short term financing for agri business- methods of appraising working capital requirements 	10 Hrs

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Course Contents	Duration
Unit-IV Role of external finance for agricultural production, marketing and processing- demand assessment, repayment method, steps for NPA reduction; problems, prospects and challenges in financing of agri business in India	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
404.1	Describe the nature of Agri-Business Finance.
404.2	Understand financial management for Agri-business.
404.3	Develop financial strategies for agribusiness growth and sustainability

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
404.1		2	2	-	2	2	3	3
404.2		1	2	-	-	1	3	1
404.3		2	-	1	1	1	2	2

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Agricultural Finance	Nelson AG & Murrey WG. 1988	Kalyani Publ.
2	Financial Markets and Services.	Gordon and Natarajan. 2016.	Himalaya Publishing House; 10th Edition
3	Indian Financial System	Machiraju HR	Vikas Publishing House 2010.

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Essentials of Financial Management,	Pandey IM. 2015.	Vikas Publishing House
2	Financial Management.	Khan and Jain. 2014.	McGraw Higher Education
3	Financial Management,	Srivastav and Misra. 2010.	Oxford University Press; Second edition
	Financial Management,	Reddy GS. 2010.	Himalaya Publishing House
4	Business Communication, Developing leaders for a networked world	Cardon PW. 2015.	McGraw Hill Education
5	Business Communication, Skills, Concepts, Cases and Applications	Chaturvedi PD and Chaturvedi M. 2017	Pearson India Education
6	Business Communication Today	Bovee CL, Thill JV and Chatterjee A. 2013	Pearson • Education, Tenth Edition

Course Title : Personality Development	
Course Code: MB24406	Semester: IV
Teaching Scheme L-T-P : 2-0-0	Credits : 2
Evaluation Scheme ISE, MSE : 50	ESE Marks : 0

Prior Knowledge of:	Leadership, Motivation and Communication
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Course Objectives:

1.	To teach basic concepts professional personality, positive attitude.
2.	To develop good interpersonal relations with others at work
3.	To provide basics of professional manners.

Curriculum Details

Course Contents	Duration
Unit-I Basics of Personalities: <ul style="list-style-type: none"> Basics of personalities traits Self discipline, self management, self control, goal setting Positive thinking attitude – positive eyesight towards everything, managing the opinions at work, positive outlook and self presentation Communication skills Meditation – Concept, Importance, Ways 	15 Hrs
Unit-II Human Resource Development: <ul style="list-style-type: none"> Time Management Physical Fitness Mental Fitness – mental health Concentration Techniques and Focussed Work Soft Skills 	15 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the personality traits
203.2	Describe the importance of self discipline and positive thinking
203.3	Demonstrate the practical application of meditation
203.4	Describe the importance of time management, mental health and physical fitness

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Managing Soft Skills For Personality Development	B.N. Ghosh	McGraw Hill Education
2	Personality Development, Interpersonal Skills and Career Management	Dr. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Soft Skills: An Integrated Approach to Maximise Personality	Gajendra Singh Chauhan	Wiley Publisher

Useful Link /Web Resources:

1. Personality Development Videos on YouTube

Course Title : Etiquettes & Grooming	
Course Code: MB24407	Semester: IV
Teaching Scheme L-T-P : 2-0-0	Credits : 2
Evaluation Scheme ISE, MSE : 50	ESE Marks : 00

Prior Knowledge of:	Basics of Etiquettes & Dressing.
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Course Objectives:

1.	To teach basic concepts Etiquettes and Grooming
2.	To develop proper dressing sense and confidence
3.	To provide basics of Body Language.
4	To introduce students with the overall Professional Etiquettes

Curriculum Details

Course Contents	Duration
Unit-I Basics of Etiquettes & Grooming <ul style="list-style-type: none"> • Concept of etiquettes – meaning and importance • Gestures & Postures • Dressing etiquettes – dressing basics for men and women, makeup tips for women, do's and don'ts of dressing • Body Language – Proper ways of body language, eye contact, shake hands, meaning of each body postures, facial expressions • Table Manners 	15 Hrs
Unit-II Email & Telephonic Manners: <ul style="list-style-type: none"> • Types of Emails and Telephonic Conversation • Manners to be followed in professional communication • Types of letters to be formed while communicating professionally • Interpersonal Skills – Self introduction, Body language, Voice quality, style of greeting 	10 Hrs

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
203.1	Understand the basic concepts Etiquettes and Grooming
203.2	Demonstrate the dressing etiquettes and professional communication skills
203.3	Describe body language, postures and gestures
203.4	Differentiate types of professional letters

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	1	2	3	4	5	6	7
203.1	2	1	2	1	1	2	3
203.2	0	1	2	1	2	2	3
203.3	2	1	2	1	0	2	2
203.4	0	2	2	1	0	0	2

Suggested Learning Resources:

Text Books:

Sr. No	Title	Author(s)	Publisher
1	Managing Soft Skills For Personality Development	B.N. Ghosh	McGraw Hill Education
2	Personality Development, Interpersonal Skills and Career Management	Dr. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan	Himalaya Publishing House

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Soft Skills: An Integrated Approach to Maximise Personality	Gajendra Singh Chauhan	Wiley Publisher

Useful Link /Web Resources:

1. Etiquettes and Grooming on - YouTube

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Course Title : Total Quality Management	
Course Code:MB24408	Semester: IV
Teaching Scheme L-T-P :2-0-0	Credits :2
Evaluation Scheme ISE-I,MSE,ISE-II: 25	ESE Marks :25

Prior Knowledge of:	Basics of quality concepts
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Course Objectives:

1.	To Demonstrate a good understanding of the basics of Quality Management
3.	To understand the TQM tools working

Curriculum Details

Course Contents	Duration
Unit 01: Introduction to TQM and TQM thinkers <ul style="list-style-type: none"> Introduction – Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM. TQM thinkers and Thought – Juran Trilogy, PDCA cycle, 5S, Kaizen, Crosby's theory on Quality Management 	15 Hrs
Unit 02: TQM tools <ul style="list-style-type: none"> Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need, ISO 9000, ISO 14000 	15 Hrs

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Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
408.1	Understand modules and subsystems of TQM
408.2	Analyze tools of quality management

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
408.1		-	3	3	-	2	-	1
408.2		-	3	-	-	2	-	1

Suggested Learning Resources:

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Total Quality Management	Poornima Charantimath	Pearson
2	Total Quality Management	Dr Mutha	PHI

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Course Title : Advanced Excel	
Course Code: MB24409	Semester: IV
Teaching Scheme L-T-P :2-0-0	Credits :2
Evaluation Scheme ISE-I,MSE,ISE-II: 25	ESE Marks :25

Prior Knowledge of:	Advanced Excel
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Course Objectives:

1.	To provide detail knowledge about the advance excel
3.	To understand the Microsoft excel chart

Curriculum Details

Course Contents	Duration
Unit 01: Conditional Logic in Excel -The IF Function , Conditional Formatting in excel, Count IF, Count IFS, SUMIF, SUMIFS - Advanced Excel How to Create an Excel Template, Data Forms in Excel, Drop Down Lists in Excel, Add your own Error Messages, Array Formulas Intermediate Excel, Frequency Distribution Intermediate Excel, Hyperlinks in Excel , Object Linking and Embedding , Insert Drawing Objects	15 Hrs
<ul style="list-style-type: none"> Unit 02: Introduction to Make a Start with Excel Complex spreadsheet? How to use Auto fill in excel, Adding Simple Addition formula, The Sum Function in excel, Copy and Paste, how to use Paste Special, How to Multiply in excel, How to add a comment to a cell Pivot table Microsoft Excel Charts 	15 Hrs

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Course Contents	Duration
How to Sort data in excel , Create an excel chart, Move and Resize your chart , Charts Styles and Layouts , Chart Titles and Series Titles, Chart Layout Panel in Excel , The Format chart Panel , Create Pie	

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO	Statements
409.1	Understand IF function in excel
409.2	To understand the concept complex spread sheet

Course Articulation Matrix: Mapping of Course Outcomes (COs) with Program Outcomes (POs)

POs COs	BTL	1	2	3	4	5	6	7
409.1		-	3	3	-	2	-	1
409.2		-	3	-	-	2	-	1

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Suggested Learning Resources:

Reference Books:

Sr. No	Title	Author(s)	Publisher
1	Computer Today	Basandra. Suresh	New Delhi: Galgotia Publications Pvt Ltd.
2	Foundations of Information Technology	Panchal Sangeeta, S. A.	: Oxford University Press
3	Fundamentals of Computers.	Rajaraman., V.	New Delhi: Prentice Hall India Learning Private Limited.

Useful links/website

<https://support.microsoft.com/en-us/excel>