KCES's College of Engineering and Management (CoEM), Jalgaon

An Autonomous Institute

Faculty of Commerce and Management

School of Management Studies

Affiliated to

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

and Recognized by AICTE, New Delhi.

NEP-2020

PROGRAM STRUCTURE AND SYLLABUS

of

Master of Business Administration (MBA)

(Autonomous with Second Specialization)

(Semester 60-40 pattern)

(w.e.f. AY 2026-27)

TITLE OF THE DEGREE:

The degree shall be titled Master of Business Administration (MBA), with the **Second Specialization** indicated as 'MBA in [Main Specialization] with [Second Specialization]' e.g., a student pursuing Finance as the first/main specialization and Marketing as the second specialization shall be awarded the degree as **'Master of Business Administration (MBA) in Finance with Second Specialization in Marketing'.** This curriculum shall be applicable to students admitted from the Academic Year 2026–27 onwards under the Academic Autonomy.

PROGRAMME VISION:

'To establish a centre of excellence in management education that nurtures globally competent, ethically grounded, innovative, entrepreneurial, and socially responsible leaders through academic excellence, impactful research, digital transformation, industry collaboration, and sustainable value creation.'

PROGRAMME MISSION:

Adi Shankaracharya's *Atma Bodha* (Verse 2), states that, direct knowledge (*jnana*) is the sole direct means for liberation (*moksha*), just as light removes darkness. This philosophy directs us to believe that '*Knowledge can liberate individuals'* from poverty, hunger, and shallow minds in service to humanity, just as light removes darkness.

M1: To deliver learner-centred, industry-responsive, and outcome-based management education through an autonomous and continuously evolving curriculum.

M2: To foster critical thinking, innovation, entrepreneurship, research orientation, digital competence, and leadership through experiential and interdisciplinary learning**.**

M3: To instil moral ethics, social responsibility, and professional sustainability to lifelong learning and meaningful societal impact.

PROGRAMME OBJECTIVES: The MBA programme aims to -

1. Develop competent managers for dynamic business environments.
2. Foster innovation, creativity, and entrepreneurial abilities.
3. Prepare professionals for national and global business challenges.
4. Promote ethical leadership, sustainability, and social responsibility.
5. Strengthen communication, analytical, leadership, and decision-making skills.
6. Enhance employability through internships, projects, training, and certifications.
7. Encourage multidisciplinary learning, research, and lifelong learning.
8. Strengthen industry, alumni, professional, and entrepreneurial collaborations.

PROGRAMME DESCRIPTION:

- The Master of Business Administration (MBA) programme at KCES's College of Engineering and Management (CoEM), Jalgaon, is a '2-year (full time) Post Graduate Degree Programme' designed to develop competent, ethical, and future-ready business professionals. The programme is aligned with the National Education Policy (NEP) 2020, AICTE guidelines and the Rules of Autonomy with 'Outcome Based Education (OBE)' principles.
- The curriculum integrates management concepts with practical learning through case studies, simulations, business analytics, research projects, industrial internships, fieldwork, and industry interactions. It enables students to strengthen their analytical, leadership, entrepreneurial, problem-solving, and decision-making abilities.
- As an autonomous institute, the College regularly updates its curriculum in consultation with academicians, industry experts, alumni, and statutory bodies. This ensures that students receive relevant knowledge and develop skills suited to emerging business practices, technological advancements, and changing industry requirements.
- The programme promotes multidisciplinary and interdisciplinary learning by allowing students to explore courses from different schools or departments, subject to institutional provisions. It may also include approved online courses through SWAYAM/NPTEL/MOOC, etc. The two-year MBA programme comprises a minimum of 104 credits, with student credits being digitally recorded and managed through the Academic Bank of Credits (ABC), in accordance with applicable regulations.
- In line with NEP 2020, students may exit after the first year on fulfilling the prescribed requirements and receive a Post Graduate Diploma in Management (PGDM). Students who successfully complete the second year are awarded the Master of Business Administration (MBA) degree in chosen discipline.
- Through its learner-centric approach, experiential pedagogy, and emphasis on innovation, entrepreneurship, digital transformation, and industry readiness, the programme prepares graduates to take up leadership roles in business organizations, government institutions, startups, and entrepreneurial ventures.

PATTERN:

The new MBA Curriculum 2026-27 integrates the National Education Policy, 2020, UGC, AICTE/DTE as well as the draft guidelines of Government of Maharashtra.

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M.B.A. (Master of Business Administration) AY: 2026-27

SUMMARY OF DISTRIBUTION OF CREDIT

SEM	DSC	OE	DSE-M	DSE-S	(RM)	FP/ SIP/ OJT	Total
I	20	2	-	-	4	-	**26**
II	20	2	-	-	-	4	**26**
III	6	-	12	4	-	4	**26**
IV	6	-	12	4	-	4	**26**
Total	**52**	**4**	**24**	**8**	**4**	**12**	**104**

Total Credits= 104

GENERAL COURSE STRUCTURE:

Credit Definition: For every ONE Credit, the Teaching component in 'Hours per Week' is as follow –

Teaching Component	Teaching time invested in clock hours	Credits
1 Lecture (L) =	1 Hour Lecture (L)	01
1 Tutorial (T) =	2 Hour Tutorial (T)	01
1 Practical (P) =	2 Hours Practical (P)	01

Note: Students can take extra credit, in case where he has to leave the course after completion of first year (2 Semesters). Such additional 4 credits can be earned by completing SIP/OJT/RP.

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M.B.A. (Master of Business Administration) AY: 2026-27

Credit Distribution Structure and Evaluation Criteria for Two Years P.G. Program in Management (MBA)

MBA-General									Evaluation Scheme					
									Internal			External (ESE)		Total
Level	Sem	Course Code & Nomenclature		Name of the Course	Cr	L	T	P	CA-1	CA-2	CA-3	Written Exam	Viva-voce	
6.0	I	DSC	101	Management Science & Organisation Behaviour	4	3	1	---	10	10	20	60	---	100
		DSC	102	Indian Business Environment	2	1	1	---	10	---	10	30	---	50
		DSC	103	Legal Aspects of Business	2	1	1	---	10	---	10	30	---	50
		DSC	104	Bussiness Accounting & Costing	4	3	---	1	10	10	20	60	---	100
		RM	105	Research Methodology	4	2	1	1	10	10	20	60	---	100
		DSC	106	Business Communication	4	2	1	1	10	10	20	60	---	100
		DSC	107	Managerial Economics	4	2	1	1	10	10	20	60	---	100
		OE	108 [A]*	Startup Ecosystems	2	1	1	---	10	---	10	30	---	50
			108 [B]*	Digital Business Technology										
			108 [C]*	Business Ethics & CSR										
			108 [D]*	Introduction to Health Care Administration										
			* Indicate as - Choose any ONE subject											
Total of Sem-I					**26**	**15**	**7**	**4**	**80**	**50**	**130**	**390**	**0**	**650**
6.0	II	DSC	201	Financial Management	4	3	1	---	10	10	20	60	---	100
		DSC	202	Marketing Management	4	2	1	1	10	10	20	60	---	100
		DSC	203	Human Resource Management	2	1	1	---	10	---	10	30	---	50
		DSC	204	Production & Operations Management	4	2	1	1	10	10	20	60	---	100
		DSC	205	Business Innovation & Venture Design	4	1	1	2	10	10	20	60	---	100
		DSC	206	Fundamnetals of Business Analytics	2	1	1	---	10	---	10	30	---	50
		OE	207 [A]*	Sports and Event Management	2	1	---	1	10	---	10	30	---	50
			207 [B]*	International Business Management										
			207 [C]*	Basics of AI-ML & IT systems										
			207 [D]*	MOOC/ Swayam courses										
		FP	208	Field Project	4	---	2	2	---	---	40	---	60	100
			* Indicate as - Choose any ONE subject											
Total of Sem-II					**26**	**11**	**8**	**7**	**70**	**40**	**150**	**330**	**60**	**650**
Cumulative Credits for MBA- Ist Year (i.e. Sem-I + Sem-II)					**52**	**26**	**15**	**11**	**150**	**90**	**280**	**720**	**60**	**1300**
Exit option: After 1st Year of MBA, in case of Exit, the student shall get 'PG Diploma' with 52+4* credits (*additional 04 credits of FP/SIP/OJT)														

MBA-General									Evaluation Scheme					
									Internal			External (ESE)		Total
Level	Sem	Course Code & Nomenclature		Name of the Course	Cr	L	T	P	CA-1	CA-2	CA-3	Written Exam	Viva-voce	
6.5	III	DSC	**301**	Strategic Management	2	2	---	---	10	---	10	30	---	50
		DSC	**302**	Hybrid & Remote Workforce Management	4	3	1	---	10	10	20	60	---	100
		DSE-M	**303**	Main Specialisation-I	4	3	1	---	10	10	20	60	---	100
		DSE-M	**304**	Main Specialisation-II	4	3	1	---	10	10	20	60	---	100
		DSE-M	**305**	Main Specialisation-III	4	3	1	---	10	10	20	60	---	100
		DSE-S	**306**	Dual Specialization-I	2	1	1	---	10	---	10	30	---	50
		DSE-S	**307**	Dual Specialization-II	2	1	1	---	10	---	10	30	---	50
		SIP/OJT	**308**	Summer Internship Project / On Job Training	4	---	1	3	---	---	40	---	60	100
				Total of Sem-III	**26**	**16**	**7**	**3**	**70**	**40**	**150**	**330**	**60**	**650**
6.5	IV	DSC	**401**	Design thinking and Innovation Management	4	3	1	---	10	10	20	60	---	100
		DSC	**402**	Integrated Business System	2	2	---	---	10	---	10	30	---	50
		DSE-M	**403**	Main Specialisation-IV	4	3	1	---	10	10	20	60	---	100
		DSE-M	**404**	Main Specialisation-V	4	3	1	---	10	10	20	60	---	100
		DSE-M	**405**	Main Specialisation-VI	4	3	1	---	10	10	20	60	---	100
		DSE-S	**406**	Dual Specialization-III	2	1	1	---	10	---	10	30	---	50
		DSE-S	**407**	Dual Specialization-IV	2	1	1	---	10	---	10	30	---	50
		RP	**408**	Research Project	4	---	1	3	---	---	40	---	60	100
Total of Sem-IV					**26**	**16**	**7**	**3**	**70**	**40**	**150**	**330**	**60**	**650**
Cumulative Credits/Marks for MBA IInd Year					**52**	**32**	**14**	**6**	**140**	**80**	**300**	**660**	**120**	**1300**
Total Cumulative Credits/Marks of all 4 Semester of 2 years Full Time MBA degree					**104**	**58**	**29**	**17**	**290**	**170**	**580**	**1380**	**180**	**2600**

NOMENCLATURE:

DSC: Discipline Specific Course	**OE:** Open Electives
DSE-M: Discipline Specific Elective - Main	**FP -** Field Project,
DSE-S: Discipline Specific Elective –Second Specialization	**SIP -** Summer Internship Project, **OJT -** On Job Training,
RM: Research Methodology	**RP -** Research Project

BASKET OF SECOND SPECIALISATIONS –

Sr. No. of Specialization	Description of Specializations
1	Financial Management
2	Marketing Management
3	Human Resource Management
4	Production and Operations Management
5	AI-ML and Information Systems Management
6	Business Analytics
7	Sports and Event Management
8	Project Management
9	Health Care Administration
10	Personnel Administration & Law
11	Digital Marketing & Cybersecurity Management
12	Supply Chain & Logistics Management
13	Rural Development & Public Policy Management
14	IKS & Spiritual Management
15	International Business Management
Students must choose any TWO specialisations from the basket i.e. One for DSE-M and One for DSE-S.	

PROGRAMME STRUCTURE (NEP 2020 COMPLIANT):

- **Programme Duration:** The regular Full-Time Course shall be of 2 Years duration (Four Semesters); comprising of 4 Semesters through Theory papers, Tutorials/Assignments, Practical/s, Project report - FP, OJT/SIP, RP and Viva-voce, SWAYAM/NPTEL/MOOC Courses, and such other continuous evaluation systems, as may be prescribed, in this respect, from time to time.
- **Entry Qualification/Eligibility for admission:** Bachelor's Degree with eligibility as prescribed by the competent authority. As per admission rules framed by the Directorate of Technical Education/ AICTE, Government of Maharashtra and the University.
- **Exit Option:**
  - → Exit after completion of First Year (with additional 04 credits): Post Graduate Diploma in Management (PGDM)
  - → Completion of Second Year: Master of Business Administration (MBA)
- **Total Credits and Credit Framework:** 104 Credits and as per NEP 2020 and Academic Bank of Credits (ABC).

OUTCOME-BASED EDUCATION (OBE):

- The MBA programme at KCES's College of Engineering and Management (CoEM), Jalgaon (An Autonomous Institute) is designed based on the principles of Outcome-Based Education (OBE) in alignment with the National Higher Education Qualification Framework (NHEQF), NEP 2020, and AICTE Outcome-Based Curriculum Framework.
- Outcome-Based Education emphasizes the attainment of clearly defined learning outcomes through learner-centric teaching-learning processes. The curriculum, pedagogy, assessment methods, and evaluation strategies are aligned to ensure that every graduate acquires the knowledge, skills, professional competencies, ethical values, and lifelong learning abilities required by industry and society.
- Unlike traditional education models, OBE provides flexibility in teaching methodologies while maintaining clearly measurable programme outcomes. Faculty members function as facilitators, mentors, and guides who enable students to achieve the desired competencies through experiential and active learning.
- The effectiveness of the programme is evaluated through continuous assessment of students' attainment of learning outcomes using direct and indirect assessment tools.

- **Levels of Outcome Based Education (OBE):** The implementation of Outcome Based Education (OBE) is organized through the following hierarchical framework:
  a) Programme Educational Objectives (PEOs)
  b) Programme Outcomes (POs)
  c) Programme Specific Outcomes (PSOs)
  d) Course Outcomes (COs)

This framework ensures systematic mapping of course outcomes to programme outcomes and programme educational objectives for continuous quality improvement.

a) Program Educational Objectives (PEO's):

- **PEO1 – Professional Competence:** Professional Graduates will establish successful careers by applying management knowledge and skill sets to solve complex and dynamic business problems.
- **PEO2- Leadership & Entrepreneurship:** Professional Graduates will robust leadership, innovation and research, entrepreneurship, teamwork, and effective decision making for organizational growth and new venture development.
- **PEO3- Digital & Analytical Capability:** Professional Graduates will integrate digital technologies, analytical tools, data driven approaches and evidence-based reasoning for sustainable business growth.

- **PEO4- Ethics & Societal Development:** Professional Graduates will practice ethical, socially responsible and sustainable approaches while making commitment towards corporate governance in professional life
- **PEO5- Lifelong Learning and Adaptability:** Professional Graduates will pursue lifelong experiential learning through continuous skill enhancement, professional excellence to adopt emerging technologies, global trends, and changing organisational trends and societal needs.

b) Program Outcomes (PO's): At the end of the MBA programme, graduates will be able to:

- **PO1 – Management Knowledge & Business Acumen:** Apply knowledge of management principles, business functions, organisational behaviour, and contemporary business practices to solve organisational challenges.
- **PO2 – Business Leadership:** Represent and establish leadership, teamwork, creativity, entrepreneurial orientation as well as collaboration for effective decision-making to create value for organizations and society.
- **PO3 – Analytical Thinking & Decision-Making:** Analyse complex business situations using critical thinking, qualitative and quantitative techniques, research methods, and approaches to address business problems and facilitate effective managerial decisions.
- **PO4 – Ethics, Governance & Social Responsibility:** Practice ethical values, professional integrity, corporate governance, social responsibility for the overall development of in house and outhouse business scenario.
- **PO5 – Global Perspective &continuous Learning:** Simulate global business era, dynamic learning for professional development to respond effectively towards technological, economical and societal environments.

c) Program Specific Outcomes (PSO's):

- **PSO1-GM: Integrated Management:** Analyse multidisciplinary functional areas using knowledge such as marketing, finance, human resources, operations, strategic management.
- **PSO2-GM: Strategic & Entrepreneurial Capability:** Formulate and implement competitive business strategies using market intelligence, financial analysis, managerial judgement, and digital tools for organizational growth and value creation.
- **PSO3-GM: Digital, Analytical & Responsible Management:** Evaluate organisational decisions by learning technical parameters to enhance techno-human centric approach for incorporating sustainable values through ethical leadership, entrepreneurship, stakeholder orientation, and social responsibility.

PEO–PO Mapping:

PEO / PO	PO1	PO2	PO3	PO4	PO5
PEO1 – Professional Competence	3	2	3	1	2
PEO2 – Leadership & Entrepreneurship	2	3	2	2	2
PEO3 – Digital & Analytical Capability	2	2	3	1	3
PEO4 – Ethics & Societal Development	1	2	1	3	2
PEO5 – Lifelong Learning & Adaptability	2	2	2	2	3

Mapping Scale: 3 = Strong, 2 = Moderate, 1 = Low.

PROFESSIONAL ATTRIBUTES:

1. **Disciplinary Attributes:** Professional Graduates shall demonstrate -
   - Advanced knowledge of Business Management and Administration.
   - Analytical and evidence-based decision-making skills.
   - Strategic thinking and business planning capabilities.
   - Leadership and managerial competence for organizational effectiveness.
   - Participation in Seminars, symposia, Presentation, Intercollege Competition
2. **Generic Attributes:** Professional Graduates shall exhibit:
   - Effective oral and written communication skills.
   - Ethical conduct, integrity and professional responsibility.
   - Global outlook and multicultural awareness.
   - Innovation, creativity and entrepreneurial mindset.
   - Critical thinking and problem-solving ability.
   - Teamwork, collaboration and interpersonal effectiveness.
   - Digital literacy and technological adaptability.
   - Commitment towards lifelong learning and sustainable development.

CURRICULUM COMPONENTS:

1. Discipline Specific Core course (DSC)
2. Discipline Specific Electives Basket
   a. Multidisciplinary/Open Electives (OE)
   b. Discipline Specific Electives-Main (DSE-M)
   c. Discipline Specific Electives-Second (DSE-S)
3. Research Methodology
4. Practical Components
5. Field Project (FP), Summer Internship Programme (SIP)/ On Job Training (OJT)
6. Research Project (RP)
7. Industry Integration, Experiential Learning – Industrial / Business visit and Excursion

GUIDELINES FOR FIELD PROJECT (FP)/ ON JOB TRAINING (OJT)/ SUMMER INTERNSHIP PROJECT (SIP)/ RESEARCH PROJECT (RP):

A. Guidelines for Field Project (FP): Each student shall have to undergo for Field Project as per following guidelines (Min.11 weeks)-

Sr. No.	Description	Duration in Week	Sr. No.	Description	Duration in Week
1	Topic Selection	01	5	Analysis	02
2	Questionnaire Design	01	6	Report	02
3	Survey	02	7	Submission	01
4	Compilation	01	8	Checking	01

B. Guidelines for On Job Training (OJT) / Summer Internship Project (SIP):

i. Each student shall have to undergo an OJT/SIP training for a period of not less than 7–8 weeks or 60 days (Full time) during vacation falling after the end of IInd Semester.

- The student must undertake project individually/jointly (Max. 2 students). SIP Report is to be submitted by every individual student separately.
- Collaborative projects can bring together diverse perspectives, opinions, and methodological approaches, fostering a broader and more comprehensive understanding of the selected topic.

For OJT/SIP, the number of students is dependent on the size of the firm where the project topic is been selected, following is the terminology-

a. Very small firm having Shop Act license - only 1 student from each specialisation is allowed.

b. The firm having SSI license- from each specialisation 2 students are allowed individually or a pair of two students (Pair can choose same topic, but individual students must choose different topics).

c. The firm having corporate structure and of a large size- from each specialisation 5 students are allowed individually or a pair of two students (Pair can choose same topic, but individual students must choose different topics).

d. Where the students and /or specialisations demand for online training, such occasions are to be handled by the course teacher, with prior permission. Such research is to be recorded in soft copy and to be made available during viva voce.

→ In this case the certificate is to be prepared at college level to be signed by course teacher and dean academics.

e. 5 % of the sanctioned intake of students are allowed to undergo their research project in the same institute by the prior permission of the Director of the Institute where they study and they must choose the topic with permission of the Dean Academics.

ii. The SIP process involves working under the mentorship of an executive of the concerned organization and with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.

iii. Thereafter, the student should prepare a report and submit one copy to the organization (hard copy or soft copy) and Two Hard copy to the institute. The student should also obtain a certificate from the organization/s where the SIP was done. And where the business is having Shop Act Licenses only, then such student has to attach xerox copy of such Shop Act License in lieu of certificate and then such certificate is to be prepared by him with signature of the Proprietor and to be authenticated by the Dean Academics. And attach the same with the copy submitted to the institute. (The institute / College shall submit the detailed list of candidates to the Dean Academics/University with Project Titles, name of the organization, internal guide and functional elective.

iv. In the Third semester, examination student shall submit "Detailed Report" individually based on Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.

v. Teacher shall not be entrusted/allowed to take more than 15-20 students for guidance and supervision of project report.

vi. The student must write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the SIP/OJT report has been satisfactorily completed and shall submit Two hard bound typed copy of the same to the Head / Dean Academics along with a CD of Project Report.
→ To save the paper, both side printing is allowed.

vii. It is responsibility of concerned Course teacher/Guide to check the authenticity of Project.

viii. Student may use any analytical software, if required.

ix. Project viva voce shall be conducted at the end of Semester III.

x. Viva Voce for one student/pair of students, shall be of min. 10 minutes. The student should prepare Power Point presentation based on Project work to be presented at the time of Viva voce.

xi. The project work will carry maximum 100 marks. The assessment of such project work shall be done in accordance with the current syllabus and will be conducted by the panel of the external examiners to be appointed by the Institute along with internal examiner.

xii. No students will be permitted to appear for Viva-voce examinations, unless and until he/she submits the SIP/OJT report before the stipulated time.

C. **Guidelines for Research Project (RP):** The Research Project serves as the capstone component of the MBA program, providing students with an opportunity to engage in independent, in-depth research under faculty guidance. The course bridges academic theory and business practice by encouraging students to investigate real world business problems within their area of specialization or through an interdisciplinary lens.

- The student must undertake project individually/jointly (Pair of Max. 02 students), but RP report is to be submitted by every individual student separately.
- Collaborative projects can bring together diverse perspectives, opinions, and methodological approaches, fostering a broader and more comprehensive understanding of the selected topic.

ASSESSMENT METHODOLOGY:

Evaluation of the student: Student performance is evaluated through Continuous Assessment i.e. Internal Evaluation (CA) and End Semester Examination (ESE).

- The evaluation of the student shall be divided into two parts viz. Internal Assessments (CA) and End Semester Examination (ESE) with a weightage in the ratio of 40:60.
- Standard of passing – To pass the examination the candidate must obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses comprising of 4 credits. Similarly, the candidate must obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising 02 credits.
- The students shall be allowed to keep the terms (ATKT) for next year as per the AICTE/University rules.

- The distribution of marks for each theory paper of 04 and 02 credits respectively, at End Semester Examination (ESE) and for Continuous Assessment (CA) shall be as follows:

Theory Examination	Maximum marks (04 Credits)	Maximum marks (02 Credits)
Internal assessment (CA)	40	20
External assessment (ESE)	60	30
Total marks	**100**	**50**

→ **Internal Assessment:** For Internal Assessment, the marks shall be assigned as below:

Heads	2 Credit - (20 Marks)	4 Credit - (40 Marks)
CA-1	05	10
CA-2	05	10
CA-3	10	20
Total marks	**20**	**40**

GRADES:

Marks for each course would be converted into grade points as per grading scale which are devised by Exam Department in the 'Rules, Regulations and Ordinances of Examinations' and are available on the Institute website.

ELIGIBILITY OF THE FACULTY:

Strictly As per norms fixed by AICTE/DTE and KBC North Maharashtra University, Jalgaon.

MBA-DSC-101 Management Science & Organizational Behaviour

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

The course on management practices and organizational behaviour focuses on the principles and theories of management, and how they interact with individual and group behaviour within organizations. It explores various management practices to enhance organizational effectiveness, employee motivation, and team dynamics.

Course Objectives:

- To study conceptual framework for understanding management sciences.
- To get in-depth knowledge in various functions of Management.
- To analyse Individual & Group perspectives.
- To illustrate motivation theories.
- To solve case studies in Management.

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Define various conceptual framework & evolution of management sciences and Organization Behaviour.	Remember
CO2	Explain Planning, organizing, directing, controlling as a managerial function.	Understand
CO3	Articulate staffing and decision making in management.	Apply
CO4	Correlate the individual attributes, group development and organisational culture.	Analyze
CO5	Determine the theories & techniques of motivation.	Evaluate
CO6	Solve case studies in Management to enhance decision making ability.	Create

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Introduction to Management Science & Organizational Behaviour**	**10**	**CO1,CO2**
	1.1	Management: Concept of Management; Meaning and definition, Nature and Scope of Management Science, Functions of Management. Organisation Behaviour: Meaning and definition, Nature, Scope.		
	1.2	Principles of Management, Administration Vs. Management, Skills & Roles of Managers.		

	1.3	Schools of Management: Contributions of F.W. Taylor, Henry Fayol, Elton Mayo.		
2		**Functions of Management**	**10**	**CO2**
	2.1	Planning Concept, Objectives, Types, Steps and Techniques; Making Planning Effective; Decision Making: Steps in Decision Making and Types; Management by Objectives (MBO).		
	2.2	Organizing: Structure, Nature, Types of Organizations, Principles of Organizing, Departmentalization, Delegation, and Decentralization of Authority.		
	2.3	Staffing: Concept, Significance and Functions. Span of Control - Line and Staff Functions. Coordination: Concept and types.		
	2.4	Directing: Concept, principles of directing, supervision		
	2.5	Controlling: Introduction, Concept of Controlling, Purpose of Controlling, Types of Control, Steps in Controlling, Techniques in Controlling and process of decision making.		
3		**Foundation of Individual Behaviour**	**10**	**CO2,CO3**
	3.1	Individual behaviour –Personality-Attitudes-Perception – Meaning of Perception, process, behavioural applications of perception. Factors influencing Individual Behaviour.		
	3.2	Learning-Meaning; Principles of learning, learning and behaviour		
	3.3	Organizational culture and climate, types of culture-Conflict Management-Change Management.		
4		**Group Behaviour and Leadership**	**8**	**CO4**
	4.1	Group behaviour –Nature and types of groups-Group properties: Group Norms, Group size and Group cohesiveness: Group Think and Group shift.		
	4.2	Leading: Introduction, Characteristics of a Leader, Functions of a Leader, Leadership and Management, Transactional Vs Transformational Leadership and theories.		
	4.3	Principles of Leadership, Styles of Leaders-Qualities of good leader. Power and Politics.		
5		**Motivation**	**8**	**CO4, CO5**
	5.1	Nature & Types of Motivation: Financial & Non-Financial		
	5.2	Theory of Motivation: Need Hierarchy Theory; Theory X and Theory Y; Motivation-Hygiene Two Factor theory; ERG theory; Vroom's Expectancy theory; McClelland's learned Needs Theory		
6		**Case Studies**	**14**	**CO6**
	6.1	A real word situation facing a manager should be considered for analysis & discussion.		
	6.2	Steps: Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution.		

Reference Books

1. Organization Behaviour – K. Ashwathappa – Himalaya
2. Principles of Management – Bhat & Kumar – Oxford University Press
3. Principles of Management: Text and Cases, 1e - Bhattacharyya – Pearson
4. Management - Robbins & Coulter – (Prentice Hall of India,8th Edition)
5. Organization Behaviour – Stephen Robbins, Vohra – Pearson
6. Organization Behaviour – Suja R. Nair, Himalaya Publications

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	1	1
CO2	2	2	3	1	2
CO3	2	1	3	1	2
CO4	1	3	2	1	2
CO5	1	2	2	1	2
CO6	2	2	3	2	2

Mapping scale: 1 = Low, 2 = Moderate, 3 = High.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	-	-	✓

MBA -DSC-102- Indian Business Environment

Total Credits: 02 CA Marks: 20
Lecture Hours: 30 Hours ESE Marks: 30

------Course Description:

This course provides an understanding of the Indian business environment and its impact on managerial decision-making. It covers the major economic, political, social, technological and legal factors influencing business in India. The course introduces economic policies, LPG reforms, FDI, foreign trade, MSMEs, infrastructure, globalization, sustainability and CSR. It enables MBA students to Analyze opportunities and challenges faced by Indian businesses in the changing domestic and global environment.

Course Objectives:

1. To study the concept, nature and components of the Indian business environment.
2. To observe the influence of economic, political, social, technological and legal factors on Indian business.
3. To understand major government policies, economic reforms, FDI and foreign trade affecting Indian business
4. To identify contemporary opportunities and challenges related to MSMEs, globalization, Infrastructure, sustainability and CSR

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Explain the nature, scope and components of the Indian business environment and distinguish micro, macro, internal and external factors.	Understand
CO2	Analyze the influence of economic conditions, government policies and economic reforms on Indian business decisions.	Analyze
CO3	Evaluate contemporary opportunities and challenges for Indian businesses with reference to MSMEs, FDI, globalization, technology, sustainability and CSR.	Evaluate

Course Contents

Unit No.		Contents	Hrs	COs
1		**Introduction to Indian Business Environment**	7	CO1
	1.1	Meaning, nature and scope of business environment		
	1.2	Internal and external business environment		
	1.3	Environmental Scanning: Definition, Process, Types, and Examples		
	1.4	SWOT Analysis as a method of Environmental Scanning		
	1.5	Sunrise sectors of India		
2		**Economic Environment of India**	8	CO2
	2.1	Structure and features of Indian economy		

Unit No.		Contents	Hrs	COs
	2.2	National income, GDP and economic growth		
	2.3	Inflation, unemployment and poverty		
	2.4	Fiscal policy and monetary policy		
3		**Government Policies and Business**	**8**	**CO2**
	3.1	Industrial Policy and New Economic Policy, 1991		
	3.2	Liberalization, Privatization and Globalization (LPG)		
	3.3	Foreign Direct Investment (FDI) and Foreign Trade Policy		
	3.4	Role of government in promoting business and industry		
4		**Contemporary Indian Business Environment**	**7**	**CO3**
	4.1	MSMEs and their role in economic development		
	4.2	Infrastructure and technological environment		
	4.3	Globalization and challenges before Indian business		
	4.4	Sustainable development and Corporate Social Responsibility (CSR)		

Reference Books

1. Francis Cherunilam – Business Environment, Himalaya Publishing House.
2. Justin Paul – Business Environment, McGraw Hill.
3. Shaikh Saleem – Business Environment, Pearson.
4. S.K. Bedi – Business Environment, Excel Books.
5. Ruddar Datt & K.P.M. Sundharam – Indian Economy, S. Chand

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	3	1	2
CO2	3	2	3	1	3
CO3	3	2	3	3	3

Mapping Scale: 3 – High/Strong; 2 – Moderate; 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	✓	–	✓

MBA -DSC-103- Legal Aspects of Business

Total Credits: 02 CA Marks: 20
Lecture Hours: 30 Hours ESE Marks: 30

Course Description:

This course introduces students to important legal aspects of business. It helps to understand the applications of major business laws to practical commercial situations. This course covers major areas of legal regulation to which businesses are subject to.

Course Objectives:

1. To provide students with practical legal knowledge of business law.
2. To develop basic understanding of the Indian Contract Act and its functions.
3. To enhance understanding of the Sale of Goods Act and its applications.
4. To explain the significance of Intellectual Property Rights, especially the Patent Act.
5. To demonstrate the legal functions of a company from its incorporation to dissolution.

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Understand the key provisions of the Indian Contract Act and Sale of Goods Act and their applications in commercial transactions.	Understand
CO2	Apply the principles of Intellectual Property Rights and the Patent Act to understand protection, transfer and infringement of intellectual property.	Apply
CO3	Analyze the structure, types, incorporation documents and legal provisions of companies under the Companies Act	Analyze

Course Contents

Unit No.		Contents	Hrs	COs
1		**Indian Contract Act, 1872**	8	CO1
	1.1	Contract: Definition and Meaning – Essentials of a Valid Contract		
	1.2	Types of Contracts, Offer and Acceptance: Definition – Essentials of a Valid Offer and Acceptance		
	1.3	Consideration: Definition – Essentials of a Valid Consideration – Capacity to Contract		
	1.4	Consent: Free Consent – Coercion, Undue Influence, Fraud, Misrepresentation and Mistake		
2		**Sale Of Goods Act, 1930**	7	CO1
	2.1	Meaning and Definition – Distinction between Sale and Agreement to Sell – Conditions and Warranties		

	2.2	Doctrine of Caveat Emptor – Transfer of Property in Goods – Meaning and Passing of Property in Goods		
	2.3	Performance of Contract of Sale		
	2.4	Unpaid Seller: Rights and Duties – Buyer's Rights against the Seller		
3		**Intellectual Property Rights and Patent Act, 1970 (Amended 2002)**	**7**	**CO2**
	3.1	Intellectual Property Rights – Meaning, Protection of Intellectual Property,copyright,trademark		
	3.2	The Patents Act, 1970 (2002): Definition, Objectives, Nature and Kinds of Patents, Transfer of patents		
	3.3	Opposition Proceedings to Grant Patent – Remedy for Infringement of Patents		
4		**Companies Act, 1956 (Amended 2013)**	**8**	**CO3**
	4.1	Meaning, Definition and Characteristics of Company		
	4.2	Kinds of Companies		
	4.3	MOA & AOA (Memorandum of Association) (Articles of Association)		

Note: Case studies in Business laws – Typical case based on above topics only

REFERENCE BOOKS

1. Mercantile & Commercial Law by Rohini Aggrawal – Taxman Publication.
2. Legal Aspects in Business 2e by Albuquerque – Oxford University Press.
3. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill.
4. Legal Aspects of Business by R. R. Ramtirthkar – Himalaya Publishing House.
5. Mercantile Law by N. D. Kapoor – Sultan Chand & Sons.
6. Intellectual Property Rights by Asha Vijay Durafe& Dhanshree K. Toradmalle – Wiley Publications. ISBN 9789390395910.
7. Intellectual Property Rights – Laws and Practices – ICSI Study Material.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	3	3	1
CO2	3	1	3	3	2
CO3	3	2	3	3	2

Mapping Scale: 3 – High/Strong; 2 – Moderate; 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	-	-	✓

MBA-DSC-104-Bussiness Accounting & Costing

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

This course offers an overview of Business Accounting for Traders and Manufacturers It covers key topics such as the fundamental concepts, principles, and conventions of Financial & Cost Accounting Students will learn the Double Entry System of recording the transactions and the preparation of final accounts for proprietors. Additionally, it includes the study of elements of cost and reconciling Cost & Financial Records.

Course Objectives:

- To study basic knowledge Business Accounting and Costing.
- To understand accounting concepts, conventions & standard.
- To prepare Cash Book and Bank Reconciliation Statements using appropriate reconciliation methods.
- To estimate Budget and Cost Sheet.

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Remember key accounting concepts, principles, and conventions.	Remember
CO2	Illustrate the process of journalizing the transactions, ledger Posting and preparing the Trial Balance	Understand
CO3	Prepare the Cash Book and Bank Reconciliation Statement by identifying the causes of differences.	Apply
CO4	Analyze cost concepts and prepare a Cost Sheet for managerial decision-making.	Analyze
CO5	Evaluate inventory management techniques and calculate EOQ and inventory levels.	Evaluate
CO6	Prepare Proposals based on Budgetary Control	Create

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Accounting Process**	**10**	**CO1 CO2**
	1.1	Accounting in Business Organization: Meaning and Importance		
	1.2	Accounting Principles– Concepts and Conventions		
	1.3	Overview of Accounting Process, Types of Accounts		

	1.4	Preparation of Journal, Ledger and Trial Balance		
	1.5	Basic overview of IFRS and Indian Accounting Standards (Ind.AS)		
2		**Financial Statement**	**10**	**CO1 CO2**
	2.1	Meaning of Financial Statements		
	2.2	Importance and Objectives of Financial Statements		
	2.3	Types of Financial Reports		
	2.4	Concept of Financial Statements for Corporate Entities: Share Capital, Reserves and Surplus, Non-Current & Current Assets, Non Current and Current Liabilities		
	2.5	Preparation of final account		
3		**Bank Reconciliation Statement**	**10**	**CO3**
	3.1	Preparation of Cash Book with Cash and Bank column		
	3.2	Causes of Difference between two balances		
	3.3	Methods of Reconciliation		
	3.4	Preparation of Bank Reconciliation Statement		
4		**Cost Accounting**	**10**	**CO4**
	4.1	Cost Accounting: Meaning, Objectives, Advantages and Importance		
	4.2	Cost Centre, Cost Unit and Classification and Elements of cost.		
	4.3	Difference between Cost Accounting and Management Accounting		
	4.4	Preparation of Cost Sheet		
5.		**Materials Management**	**10**	**CO5**
	5.1	Need for and Importance of Material Management.		
	5.2	Methods of Material Management: LIFO, FIFO, Weighted Average, ABC Analysis, JIT etc.		
	5.3	Practical problems Levels of Inventory Management		
	5.4	EOQ		
6		**Budget & Budgetary Control**	**10**	**CO6**
	6.1	Budget, Budgeting, and Budgeting Control – Meaning, Objectives, Advantages & limitations		
	6.2	Types of Budgets		
	6.3	Preparation of Cash, Flexible and fixed Budgets		

Reference Books

1. Financial Accounting for Management by Ramachandran & Kakani – McGraw Hill
2. Fundamentals of Accounting, Dr. P C Tulsian, S. Chand Publications
3. Fundamentals of Financial Accounting – Ashok Sehgal - Taxmann
4. Financial Accounting, 1e -Tulsian- Pearson
5. Financial Accounting for Managers – T P Ghosh - Taxmann
6. Fundamentals of Accounting, A K Agrawal and Kamlesh Agrwal, Kitab Mahal
7. Cost Accounting: RSN Pillai, S. Chand Publications
8. Costing, by Gangadhar Kayande-Patil, Chaitnya Publications

Mapping of Course Outcomes to Program Outcomes:

CO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	2	1
CO2	3	1	3	2	1
CO3	3	1	3	2	1
CO4	3	2	3	1	2
CO5	3	2	3	1	2
CO6	3	2	3	2	2

Mapping Scale: 3 – High/Strong; 2 – Moderate; 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	✓	✓	✓

KCES's College of Engineering and Management (CoEM), Jalgaon

An Autonomous Institute

Faculty of Commerce and Management

School of Management Studies

M.B.A. (Master of Business Administration) AY: 2026-27

MBA -DSC 105 Business Communications

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

This course provides a comprehensive exploration of the principles and practices of effective business communication, both in written and oral forms. Students will gain proficiency in crafting professional business documents, delivering impactful presentations, and navigating the complexities of communication in diverse, cross-cultural, and digital environments. The course also covers the role of communication in crisis management; ensuring students are well-prepared to handle communication challenges in a corporate setting. This course aims to equip students with the essential communication skills required for success in the modern business world.

Course Objectives:

- To develop an understanding of the fundamentals of business communication
- To enhance students' written communication skills
- To build competency in oral communication and presentation skills
- To explore contemporary issues in business communication

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Study the fundamentals of communication.	Remember
CO2	Understand flow of organization communication and demonstrate its role as an effective managerial tool.	Understand
CO3	Apply effective communication strategies	Apply
CO4	Classify effective oral, listening, presentation, discussion, meeting, and interview skills.	Analyze
CO5	Evaluate awareness within the students with the skills to manage communication in diverse and digital contexts.	Evaluate
CO6	Enhance professional communication skills in resume writing, cross-cultural and digital communication.	Create

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Basics of Communication.**	**10**	**CO1**
	1.1	Meaning, nature, importance, Principles of communication		
	1.2	Communication process, Elements and Levels of Communication		
	1.3	Types of communication: verbal, non-verbal and written Formal and informal communication		
	1.4	Barriers to effective communication		
	1.5	Ways to overcome the barriers of Communication		

2		**Introduction Organizational Communication.**	**10**	**CO2**
	2.1	Meaning and importance of organizational communication		
	2.2	Objectives and functions of communication		
	2.3	Communication as a managerial tool		
	2.4	Communication flow in organization.		
	2.5	Mass Communication Media.		
3		**Communication Strategies.**	**10**	**CO3, CO4**
	3.1	Developing effective communication strategies.		
	3.2	Means of communication		
	3.3	The 7 C's of communication		
	3.4	Measuring Communication Effectiveness: Communication feedback Audience response and engagement, Improving communication strategies based on feedback		
4		**Written Communication in Business**.	**10**	**CO5, CO6**
	4.1	Business Correspondence: Principles and Writing effective emails and Memos		
	4.2	Essentials of report writing: structure, style, and formats, Business Proposals and Presentations		
	4.3	Resume formats and C V writing, Letters writing		
5		**Oral Communication and Presentation Skills.**	**10**	**CO3**
	5.1	Fundamentals of effective speaking and listening skills		
	5.2	Group discussions and meetings: planning, execution, and follow-up		
	5.3	Presentation Skills: Planning and structuring presentations, Use of visual aids and technology in presentations.		
	5.4	Interviews: Preparing for and conducting interviews, including mock interview sessions.		
6		**Contemporary Issues in Business Communication**.	**10**	**CO 4**
	6.1	Cross-Cultural Communication: Strategies for effective cross-cultural communication		
	6.2	Digital communication strategies (Video conferencing, webinars, and instant messaging)		

Reference Books

1. Lesikar R/ Flatley M. (9th Ed). Basic Business Communication: Skills for Empowering the Internet Generation. TMH
2. Bedi R/ Aruna K. (1st Ed). Business Communication. Vrinda
3. Kaul Asha. Business Communication. PHI
4. Rai / Rai S. M (10th). Business Communication. Himalaya
5. Sharma R. C/ Mohan K. (3rd Ed). Business Correspondence & Report Writing. TMH
6. Raman Meenakshi. Business Communication

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	2
CO2	2	3	3	2	3
CO3	2	3	3	2	2
CO4	2	2	3	3	2
CO5	2	3	3	2	3
CO6	1	2	3	3	2

Mapping Scale: 3 – High/Strong; 2 – Moderate; 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	-	✓	✓

MBA-DSC-106-Managerial Economics

Total Credits: 04 CA Marks: 40
Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

This course is including the required theories and concepts which help to solving the economic problems, taking corrective actions and decision making. This course offers an in-depth understanding of managerial economics principles and their relevance to business decision-making. The course highlights the use of analytical tools to address managerial challenges, assess business opportunities, and formulate effective strategic decisions within a constantly evolving business context.

Course Objectives:

- To develop an understanding of the fundamental concepts, nature, scope, significance, and applications of managerial economics, along with the Indian business environment and objectives of business organizations.
- To develop analytical and decision-making skills in demand and supply analysis, elasticity, demand forecasting, market structures, pricing strategies, cost analysis, law of diminishing marginal returns, and break-even analysis.
- To enable students to understand and assess industrial and government economic policies, the role of MSMEs, inflation and deflation, rupee devaluation, and the contribution of international economic institutions such as WTO, IMF, and World Bank to the Indian economy.

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Study the concepts, nature, scope, objectives, and significance of managerial economics and its role in business organizations.	**Remember**
CO2	Understand demand and supply conditions, elasticity, and demand forecasting techniques to support managerial decision-making.	**Understand**
CO3	Explain various market structures and recommend appropriate pricing strategies based on market conditions	**Apply**
CO4	Analyze cost concepts, the law of diminishing marginal returns, and break-even analysis for business planning and operational decisions.	**Analyze**
CO5	Assess the impact of industrial policies, government economic policies, and the role of MSMEs in India's economic development.	**Evaluate**
CO6	Develop a comprehensive economic framework to address the effects of inflation, deflation, rupee devaluation, and the role of international economic institutions.	**Create**

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Introduction of Managerial Economics**	10	CO1
	1.1	Managerial Economics: Meaning, Definition, Nature, Significance of Managerial Economics		
	1.2	Role and Responsibilities of Managerial Economics		
	1.3	Indian Business Environment: Internal and External Environment		
	1.4	Distinction between Micro Economics and Macroeconomics		
	1.5	Objectives of Business Organisation		
2		**Demand and Supply Analysis**	10	CO2
	2.1	Demand-Definition, Determinants of Demand, Law of Demand-Functions, Curves and Shifting of curves; Elasticity of Demand, Demand Forecasting-Meaning, Types and Methods of Demand Forecasting		
	2.2	Supply-Definition, Determinants of Supply, Law of Supply-Functions, Curves and Shifting of curves; Elasticity of Supply.		
3		**Market Structure and Pricing**	10	CO3
	3.1	Market Structure and Competition: Price and Output determination under Perfect Competition, Monopoly Competition, Monopolistic Competition, Oligopoly Competition, and Duopoly Competition		
	3.2	Product Pricing: Concept and Definition, Factors affecting Pricing Decisions, Pricing Methods-Marginal Cost Pricing, Limit Pricing, Market Skimming Pricing, Penetration Pricing, Bundling Pricing, Peak Load Pricing, Internet Pricing.		
4		**Cost Analysis**	10	CO4
	4.1	Concept and definition of Cost Analysis, Determinants of Cost		
	4.2	Law of Diminishing Marginal Returns		
	4.3	Break-Even-Point: Meaning, Assumptions, Determinants, Limitations and Uses of Break-Even-Point in Managerial Economics		
5		**Policies and Government Economic Policies**	10	CO5
	5.1	Industrial Policy in India, Evolution, Reforms and Impact.		
	5.2	Private Sector-Problems and Prospects		
	5.3	SMSs-Significance, Problems, Prospects and Benefits in Indian Economy		
	5.4	Government Economic Policies –Fiscal Policy, Monetary Policy and EXIM Policy		
6		**Global Context**	10	CO6
	6.1	Inflation- Meaning, Types, Causes, Measurement of Inflation		
	6.2	Deflation-Meaning, Types, Causes, Effects of Deflation		
	6.3	International Economic Institutions-WTO, World Bank, IMF and their importance to India		
	6.4	Rupee Devaluation: Meaning, and impact of Rupee Devaluation		

Reference Books

1. Managerial Economics – Jaswinder Singh- DeamTech Press
2. Managerial Economics- Varshney & Maheshwari Publication, Sultan Chand
3. Managerial Economics- Salvatore, Rastogi – Oxford
4. Managerial Economics - D. M. Mithani- Himalaya Publishing House
5. Managerial Economics - Chaturvedi, S. L. Gupta- International Books House Pvt. Ltd
6. Managerial Economics 10e - Thomas & Morris –McGraw Hill
7. Adikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi
8. Managerial Economics - Dr. H.L. Ahuja- S. Chand
9. Managerial Economics – DN Dwivedi- Vikas Publishing

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	2
CO2	3	2	3	1	2
CO3	3	2	3	2	2
CO4	3	2	3	1	1
CO5	3	2	2	3	3
CO6	2	2	3	2	3

Mapping Scale: 3 = High, 2 = Moderate, 1 = Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	✓	-	✓

MBA –DSC-107 Research Methodology

Total Credits: 04 **CA Marks:** 40

Lecture Hours: 60 Hours **ESE Marks:** 60

Course Description

Research Methodology is a foundational course designed to equip students with the knowledge and skills required to conduct systematic and scientific research in business and management domains. The course introduces the research process, research design, sampling techniques, measurement and scaling methods, data collection procedures, and ethical considerations in research. It emphasizes the application of statistical tools for data analysis and interpretation, along with the use of software packages for decision-making.

Course Objectives

- To develop a comprehensive understanding of the research process.
- To train students in the application of research designs and data analysis techniques.
- To enhance students' ability to interpret and present research findings.

Course Outcomes:

At the end of the course, the student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Study the fundamentals of research methodology, research processes, and various research designs used in business and management studies.	Remember
CO2	Understand the ability to formulate research problems, objectives, hypotheses, and conduct comprehensive literature reviews.	Understand
CO3	Apply appropriate sampling, measurement, scaling, and data collection techniques while adhering to research ethics.	Apply
CO4	Analyze and interpret research data using statistical methods and analytical software for informed decision-making.	Analyze
CO5	Evaluate research findings and formulate meaningful conclusions and recommendations based on empirical evidence.	Evaluate
CO6	Design and develop a systematic research proposal/report using appropriate methodology, ethical principles, and academic standards.	Create

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Introduction to Research Methodology**	**10**	**CO1**
	1.1	Meaning and Objectives of Research, scope of business research.		
	1.2	The Research Process: Problem identification and formulation, management problem vs. management research problem.		
	1.3	Literature Review: Identifying sources, utilizing e-libraries, and formulating research objectives and hypotheses.		
	1.4	Types of Research: Descriptive Research, Analytical Research, Applied Research, Fundamental Research, Qualitative Research, Quantitative Research, Conceptual and Empirical Research		
	1.5	Formulation of hypothesis		

2		**Research Design & Ethics**	**10**	**CO1, CO3**
	2.1	Meaning & Need of Research Design, Types of Research Designs		
	2.2	Sample Design: Concept, Process of Sample Design		
	2.3	Sampling: Meaning and definition, Techniques, Types: Probability & Non-Probability		
	2.4	Research Ethics: Ethical treatment of participants, confidentiality, plagiarism, and obligation to sponsors and society.		
3		**Measurement, Scaling, and Sampling**	**10**	**CO2**
	3.1	Classification of measurement scales-Nominal, Ordinal, Interval or Ratio		
	3.2	Meaning of Scaling, Scaling Techniques-Rating & Ranking		
	3.3	Validity and Reliability: Tests of sound measurement.		
	3.4	Questionnaire Design: Questionnaire construction process and question sequencing		
4		**Data Collection and Preparation**	**10**	**CO3**
	4.1	Primary Vs secondary data		
	4.2	Guidelines for constructing Questionnaire		
	4.3	Data Processing: Editing, coding, classification, and tabulation of data.		
	4.4	Important aspects of a Questionnaire, Difference Between Survey and Experiment		
5		**Data Analysis, Interpretation, and Reporting**	**10**	**CO4**
	5.1	Hypothesis Testing: Steps and application of parametric and non-parametric tests (Z-test, t-test, ANOVA, Chi-square).		
	5.2	Multivariate Analysis (Overview): Concept of correlation, regression, and factor analysis		
	5.3	Software Application: Introduction to analytical software (e.g., SPSS, Excel Data Analysis Toolpak) for decision making.		
6		**Research Report Writing**	**10**	**CO5, CO6**
	6.1	Meaning of Interpretation, Precautions in Interpretation		
	6.2	Report writing, Types of research reports, layout of a research report, referencing styles (APA, MLA), Citation management tools (Mendeley, Zotero), Plagiarism and presentation of research project		
	6.3	Guidelines for writing a Summer Internship Project and Field Project/OJT		
	6.4	Emerging Trends in Research		
	6.4.1	Artificial Intelligence in Research, Machine Learning for Data Analysis		
	6.4.2	Big Data Analytics, Bibliometric Analysis		
	6.4.3	Systematic Literature Review (SLR), Meta-analysis (Introduction)		
	6.4.4	Open Access Publishing		
	6.4.5	Research Metrics (Impact Factor, h-index, Scopus Indexing)		

Reference Books:

1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 12 SIE- McGraw-Hill
2. Business Research Methods: A South Asian Perspective-8e –Zikmund, Adhikari – Cengage
3. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson
4. Research Methodology- Prashant Sarangi –Taxmann Publications
5. Research Methodology: a step-by-step guide for beginners - Ranjit Kumar - Sage
6. Research Methodology (Methods & Techniques) – C. R. Kothari – New age
7. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	1	1
CO2	2	2	3	1	2
CO3	2	1	3	1	2
CO4	1	3	2	1	2
CO5	1	2	2	1	2
CO6	2	2	3	2	2

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/Exploration	Practical/Lab	Other Activity
✓	✓	✓	✓	✓	✓

Total Credits: 02 CA Marks: 20

Lecture Hours: 30 hours ESE Marks: 30

Course Description:

This course is designed to provide students with a comprehensive understanding of the start-up ecosystem and entrepreneurial management. It equips learners with the knowledge and practical skills required to identify business opportunities, develop innovative business models, secure start-up funding, understand the legal and regulatory environment, and scale sustainable ventures. The course also highlights emerging trends in entrepreneurship, government initiatives, digital transformation, and the Indian start-up ecosystem.

Course Objectives:

- To understand the fundamentals of entrepreneurship and the start-up ecosystem.
- To develop entrepreneurial thinking, creativity, innovation, and business opportunity identification skills.
- To familiarize students with start-up planning, business model development, and funding sources.
- To understand the legal, regulatory, and institutional support framework for startups in India.
- To develop knowledge of start-up growth strategies, digital transformation, sustainability, and emerging technologies.

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcome	Cognitive Level
CO1	U**nderstand** start-up ecosystem, stakeholders, government initiatives, and regulations.	Understand
CO2	**Apply** creativity, innovation, opportunity identification, and business model tools to develop viable start-up ideas.	Apply
CO3	**Analyze** start-up financing, growth strategies, digital transformation, sustainability, and emerging trends for scalable ventures.	Analyze

Course Content

Unit No.		Contents	Hrs	COs
1		**Entrepreneurship and Startup Ecosystem**	8	CO1, CO2
	1.1	Entrepreneurship – Meaning, Characteristics, Evolution and Role of Entrepreneurs		
	1.2	Startup Ecosystem – Meaning, Components, Stakeholders and Start-up India Initiative, Environmental scanning w.r.t. new business.		
	1.3	Creativity, Innovation and Opportunity Identification		
	1.4	Business Idea Generation, Screening and Design Thinking		
	1.5	Entrepreneurial Leadership, Team Building and Resource Management		
	1.6	Business Plan – Meaning, Importance, Contents and Project Report Preparation		
2		**Startup Planning, Business Models and Funding**	8	CO2,

	2.1	Business Model Development		**CO3**
	2.2	Market Validation and Business Planning		
	2.3	Startup Financing – Bootstrapping and Bank Finance		
	2.4	Angel Investors and Venture Capital		
	2.5	Crowdfunding		
3		**Startup Support System and Regulatory Framework**	**7**	**CO1, CO3**
	3.1	Government Initiatives – Startup India, DPIIT Recognition and MSME Registration		
	3.2	Startup Support Institutions – Incubators, Accelerators and Innovation Hubs		
	3.3	Legal and Regulatory Framework – Startup Registration Process		
	3.4	Intellectual Property Rights (IPR)		
4		**Startup Growth, Technology and Sustainability**	**7**	**CO2, CO3**
	4.1	Digital Transformation and Emerging Technologies – Artificial Intelligence and Blockchain		
	4.2	Startup Growth Strategies – Digital Marketing and Branding		
	4.3	Scaling Strategies and International Expansion		
	4.4	Sustainable Entrepreneurship – Social Entrepreneurship, ESG, Sustainable Business and Circular Economy		
	4.5	Startup Performance and Future Trends – Startup Success and Failure Analysis		
	4.6	Emerging Startup Trends and Case Studies of Indian and Global Startups		

Reference Books

1. Poornima M. Charantimath – *Entrepreneurship Development and Small Business Enterprises* – Pearson Education.
2. Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd – *Entrepreneurship* – McGraw-Hill Education.
3. Alexander Osterwalder & Yves Pigneur – *Business Model Generation* – Wiley.
4. Steve Blank & Bob Dorf – *The Startup Owner's Manual* – K&S Ranch.
5. Steven Fisher & JA-nae Duane – *the Startup Equation: a Visual Guide for Building Your Startup* – McGraw-Hill Education.
6. Peter Thiel – *Zero to One* – Crown Business.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	**3**	**2**	**2**	**2**	**2**
CO2	**3**	**3**	**3**	**2**	**2**
CO3	**3**	**3**	**3**	**3**	**3**

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	-	-	✓

Total Credits: 02 CA Marks: 20
Lecture Hours: 30 Hours ESE Marks: 30

Course Description:

This course provides a comprehensive understanding of electronic commerce and digital business in the contemporary business environment. It covers the concepts of digital enterprises, virtual communities, digital business models, platform economics, and the sharing economy. The course introduces emerging technologies such as mobile commerce, social commerce, AR/VR, IoT, and crowd sourcing and explores their application in developing customer-centric digital solutions. It also focuses on secure order fulfilment, digital payment systems, digital wallets, and micropayments. Students examine legal, ethical, privacy, governance, and cyber security issues associated with digital businesses. The course further develops students' ability to plan and lead digital business initiatives through business-case development, ROI estimation, and change-management strategies.

Course Objectives:

1. Understand the fundamental concepts of electronic commerce, digital enterprises, virtual communities, and emerging digital business technologies.
2. Analyse digital business models, platform economics, sharing-economy mechanisms, and their impact on modern business practices.
3. Develop customer-centric digital solutions using mobile, social media, AR/VR, IoT, crowdsourcing, digital payments, and secure order-fulfilment systems.
4. Evaluate and manage legal, ethical, privacy, cybersecurity, financial, and organizational challenges involved in planning and implementing digital business initiatives.

Course Outcomes:
At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Explain core concepts of electronic commerce, digital enterprises, and virtual communities.	Understand
CO2	Analyze secure, scalable order-fulfillment and payment workflows including digital wallets and micropayments.	Analyze
CO3	Evaluate legal, ethical, privacy, and cybersecurity risks in digital business and recommend governance controls.	Evaluate

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Foundations of Electronic Commerce**	8	CO 1
	1.1	Electronic Commerce (EC) Fundamentals — Definition, scope, pure vs partial EC, EC organizations (brick-and-mortar, pure-play, click-and-mortar)		
	1.2	The Digital Revolution and Digital Economy — Characteristics (globalization, digitization, speed, information overload, markets, innovation, obsolescence)		
	1.3	EC Framework and Infrastructure — EC applications, infrastructure layers (network, multimedia, messaging, integration), people and public policy		
	1.4	Virtual Communities and Social Networks w.r.t EC — Types of virtual communities, public vs private communities, social network service features		
	1.5	Sharing Economy and New Business Models — Sharing platforms, collaborative consumption, examples (Uber, Airbnb, crowdfunding)		
2		**Mobile, Social & Emerging Platforms**	6	CO2
	2.1	Mobile Commerce — Attributes (ubiquity, convenience, interactivity, personalization, localization) and m-commerce applications		
	2.2	Mobile Marketing and Advertising — Mobile ads types (SMS, rich media, location-based, viral), mobile shopping apps and campaigns		
	2.3	Social Commerce and Social Business — Social shopping concepts, social recommendations, ratings & reviews, social marketplaces		
	2.4	Internet of Things for Business — IoT concepts, smart homes, smart cities, wearables, enterprise wearable, business use cases		
3		**Digital Markets Operations and Payments**	8	CO2, CO3
	3.1	Digital Business Ecosystem and EC Mechanisms — Electronic markets, e-catalogs, storefronts, portals, search engines, shopping carts		
	3.2	Marketplaces, Intermediaries and Platform Models — E-marketplace participants, disintermediation/reinter mediation, brokers, e-distributors		
	3.3	Order Fulfillment and Supply Chain Digitization — Order process, fulfillment models (MTS, ATO, MTO, ETO, Digital Copy), hub vs linear supply chains, robotics in fulfillment		
	3.4	Digital Payments and Micropayments — Smart cards, stored-value cards, payment gateways, PayPal/Amazon Payments, mobile wallets, micropayment models		
	3.5	Digital Currency and Legal Ethical Issues — Virtual currencies, cryptocurrencies, privacy, IP, employee monitoring, regulatory and ethical considerations		
4		**Application of Digital Technologies into Business**	8	CO3

	4.1	Electronic Retailing and E-Tailing Models — B2C models, pure-play, click-and-mortar, online malls, flash sales, social shopping models		
	4.2	Financial Services Online — E-banking, mobile banking, P2P lending, online insurance, online stock trading		
	4.3	Digital Government and M-Government — G2C, G2B, G2G, G2E services, e-procurement, e-voting, mobile government use-cases		
	4.4	E-Learning and E-Health Applications — E-learning fundamentals, LMS, virtual universities, telemedicine, EMR systems, remote monitoring		
	4.5	Entertainment Media and Digital Products — Internet TV/radio, social TV, mobile gaming, social games, digital publishing and e-books		

Reference Books

1. Bhasker, B. (n.d.). *Electronic commerce: Framework, technologies and applications*. McGraw Hill Education.
2. Chaffey, D. (n.d.). *Digital business and e-commerce management: Strategy, implementation and practice*. Pearson Education.
3. Kalakota, R., & Whinston, A. B. (n.d.). *Frontiers of electronic commerce*. Pearson Education.
4. Laudon, K. C., & Traver, C. G. (n.d.). *E-commerce: Business, technology, society*. Pearson.
5. Schneider, G. P. (n.d.). *Electronic commerce*. Cengage Learning.
6. Turban, E., Outland, J., King, D., Lee, J. K., Liang, T.-P., & Turban, D. C. (n.d.). *Electronic commerce: A managerial and social networks perspective*. Springer.
7. Whiteley, D. (n.d.). *E-commerce: Strategy, technologies and applications*. McGraw Hill Education.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	**3**	**1**	**2**	**1**	**3**
CO2	**3**	**2**	**3**	**2**	**3**
CO3	**3**	**2**	**3**	**1**	**3**

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	-	-	✓

Total Credits: 02 CA Marks: 20
Lecture Hours: 30 ESE Marks: 30

Course Description

This course provides a comprehensive understanding of business ethics, professional ethics, Corporate Social Responsibility (CSR), and corporate governance in modern organizations. It develops students' ability to identify ethical issues, apply ethical decision-making approaches, and evaluate responsible business practices. The course also covers contemporary ethical challenges in Agriculture and FinTech, including sustainable agriculture, digital financial services, data privacy, AI ethics, cybersecurity, financial inclusion, ESG practices, and stakeholder management.

Course Objectives

The course aims to:

1. Develop an understanding of the concepts, principles, and importance of business ethics and professional ethics.
2. Develop skills for identifying ethical issues and applying ethical decision-making approaches in business situations.
3. Understand the concepts, practices, and strategic importance of CSR and sustainable business development.
4. Examine corporate governance principles, transparency, accountability, and stakeholder management.
5. Develop awareness of emerging ethical and governance challenges in Agriculture and FinTech, including AI, data privacy, cybersecurity, ESG, and financial inclusion.
6.

Course Outcomes (COs):

After successful completion of the course, the learner will be able to:

CO	Course Outcome	Cognitive Level
CO1	Understand the concepts, principles, and importance of business ethics in organizations.	Understand
CO2	Apply ethical decision-making frameworks to business situations and Evaluate the role of Corporate Social Responsibility (CSR) in sustainable business development and stakeholder value creation	Apply/ Evaluate
CO3	Analyze corporate governance practices and ethical challenges in modern organizations.	Analyze

Course Content:

Unit No.		Contents	Hrs	COs
1		**Foundations of Business Ethics**	8	CO1
	1.1	Meaning, Definition, Objectives and Nature of Business Ethics		
	1.2	Importance of Business Ethics; Factors Influencing Ethical Behaviour		
	1.3	Ethical Dilemmas and Types of Ethical Dilemmas		
	1.4	Culture and Ethics: Cultural Differences, Hofstede's Cultural Dimensions, Cultural Discrimination		
	1.5	Morality: Characteristics of Moral Standards, Kohlberg's Model of Cognitive Moral Development		
	1.6	Business Ethics in Agriculture and FinTech: Ethical farming practices, sustainable agriculture, farmer welfare, digital financial services, AI ethics, data privacy and financial inclusion.		
2		**Ethical Decision Making and Professional Ethics**	7	CO1, CO2
	2.1	Values, Norms and Beliefs		
	2.2	Applied Ethics; Code of Ethics, Code of Conduct and Code of Practice		
	2.3	Ethics in Functional Areas: Human Resource, Marketing, Finance, Accounting and Information Technology		
	2.4	Ethical Decision-Making Process and Ethical Consistency		
	2.5	Business Ethics in Global Economy; Relationship between Business Ethics and Business Development		
3		**Corporate Social Responsibility (CSR) and Sustainable Development**	8	CO2, CO3
	3.1	Concept, Scope, Objectives and Importance of CSR		
	3.2	Business Ethics and CSR; Types, Principles and Strategies of CSR		
	3.3	Criteria for Determining Social Responsibility of Business		
	3.4	Corporate Social Responsiveness and Corporate Social Performance		
	3.5	CSR Planning, Implementation and Evaluation; CSR under the Companies Act, 2013		
	3.6	CSR in Agriculture and FinTech: Sustainable agriculture initiatives, rural development, farmer empowerment, financial literacy, digital inclusion, Agri-tech innovation, climate-smart agriculture and ESG practices		
4		**Corporate Governance and Emerging Ethical Issues**	7	CO3
	4.1	Concept, Characteristics, Structure and Need for Corporate Governance		
	4.2	Principles and Models of Corporate Governance		
	4.3	Issues, Benefits and Limitations of Corporate Governance		

	4.4	Corporate Governance Practices in India: Governance practices in agri-business, Agri-startups and FinTech companies; regulatory compliance, data governance, ESG reporting, risk management, cybersecurity and consumer protection		
	4.5	Role of Ethics, Transparency, Accountability and Stakeholder Management		

Reference Books:

1. Business Ethics and Corporate Governance- C.S.V. Murthy
2. Business Ethics: K Ashwathappa, J Usha Rani, Sunanda Gunda Vajhala; Himalayala Publishing house; First edition 2017
3. Business Ethics and Corporate Governance: Dr. S. S. Khanka; S Chand and Company Pvt Ltd; First edition 2014
4. Corporate Social Responsibility – Madhumita Chattergi – Oxford University Press
5. Ethics in Business & corporate governance: Mandal – Tata McGraw Hill
6. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education
7. Corporate Governance, Values & Ethics – Vasisth, Rajput – Taxmann
8. Business Ethics Manisha Paliwal, New age International Corporate Governance and Business Ethics – Mathur – Macmillan

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	3	1
CO2	2	3	2	3	2
CO3	2	2	2	3	3

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	✓		✓

MBA - OE-108D Introduction to Healthcare Administration

Total Credits: 02 CA Marks: 20
Lecture Hours: 30 Hours ESE Marks: 30

Course Description:

This course provides an overview of the fundamental concepts of health, disease, epidemiology, occupational health and safety, and healthcare risk management. It focuses on workplace hazards, risk assessment, food safety, radiation safety, patient safety, disaster preparedness, hospital disaster management, and biomedical waste management. The course enables students to understand safety practices, regulatory requirements, and effective strategies for maintaining safe, sustainable, and compliant healthcare operations.

Course Objectives:

1. To develop an understanding of basic concepts of health, disease, epidemiology, and disease prevention.
2. To familiarize students with occupational health and safety hazards and risk assessment in healthcare settings.
3. To develop awareness of food, radiation, patient, and healthcare personnel safety practices.
4. To introduce disaster preparedness, hospital disaster management, and biomedical waste management practices.
5. To develop an understanding of legal and regulatory requirements related to healthcare safety and waste management.

Course Outcomes: At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Explain the fundamental concepts of health, disease, epidemiology, determinants of health, and levels of disease prevention.	Understand
CO2	Apply occupational health and safety principles to identify workplace hazards, assess risks.	Apply
CO3	Analyze food, radiation and patient safety practices to promote a safe healthcare environment and evaluate legal requirements and biomedical waste management.	Analyze **/Evaluate**

Course Content:

Unit No.		Contents	Hrs	COs
1		**Basics Concepts**	**8**	**CO1**
	1.1	Concept of Health and Principles of disease.		
	1.2	Definition and Dimensions of Health, spectrum of Health, Determinants of Health, Indicators of Health		

	1.3	Natural history of disease, disease causation, disease control, Levels of prevention, Modes of disease intervene		
	1.4	International Classification of disease.		
	1.5	Definition and basic concepts of Epidemiology including epidemiological triad		
2		**Occupational Safety**	**8**	**CO2**
	2.1	Health and safety issues		
	2.2	Economic benefit and value of occupational health and safety		
	2.3	Risk Assessment		
	2.4	Prevention of Biological hazards		
	2.5	Chemical Hazards		
	2.6	Ergonomic hazards		
	2.7	Psychosocial and others		
3.		**Safety practices for Healthcare Personnel and waste workers**	**6**	**CO3**
	3.1	Food Safety: Introduction, Need, Sources of contamination Farm to Fork Model for food safety.		
	3.2	Radiation Safety: Introduction, Need, Importance, Hazards, Regulations, Building Structure Personnel and patient protection, Radiation Surveys, Training, Emergency Actions		
	3.3	Patient Safety: Introduction, Need, Importance, Goals Regulations		
4		**Disaster Management**	**8**	**CO3**
	4.1	Introduction of Diseases and its Types : Natural & Manmade, Effects of various types of Disasters		
	4.2	Essentials of Disaster Management – Preparedness & Response		
	4.3	Hospital Disaster Management Plans and Authorities		
	4.4	Hospital Waste Management: Introduction to Hospital Waste, Need of Hospital Waste management, Types of Hospital Waste, Categories of Biomedical waste		
	4.5	Classification, Segregation, management and disposal, Colour code, Biomedical Waste Collection		
	4.6	Waste incinerators, Shredders		
	4.7	Legal aspects of waste management, Outsourcing of Waste Management		

Reference Books:

1. "Accreditation in Healthcare" by Dr. Lallu Joseph and Dr. Alexander Thomas – NABH Publications "Quality Management in Hospitals" by S. K. Joshi – Jaypee Brothers
2. S.K. Joshi, 2009. Quality Management in Hospitals. Jaypee Brother Medical Publishers (P) Ltd, Delhi. Arun K. Agarwal, 2019. Standard Operating Procedure (SOP) for Hospitals in India. Atlantic
3. Publisher & Distributor Pvt. Ltd, 2nd Edition.
4. Dhawan N, Khan AS, (2012). Disaster management & Preparedness CBS Publications Sonopant G. (2012)-Disaster Management for Healthcare professional-Jp Medical

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	3	2	2	2
CO3	2	3	3	2	3

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	-	-	✓

SEMESTER II

MBA-DSC-201-Financial Management

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

This course provides an understanding of the fundamental concepts and techniques of financial management and their application in managerial decision-making. It covers sources and cost of capital, financial statement analysis, working capital management, capital budgeting, marginal costing and break-even analysis. The course also introduces students to corporate restructuring, turnaround management, mergers, acquisitions and takeovers. Emphasis is given to practical problems, financial analysis and application of financial techniques in business decisions.

Course Objectives:

1. To study the basics of financial management and sources of finance.
2. To develop skills in financial statement analysis and interpretation.
3. To estimate working capital and receivables management.
4. To apply capital budgeting techniques for investment decisions.
5. To use marginal costing and break-even analysis for decision-making.
6. To evaluate the need of corporate restructuring.

Course Outcomes:

At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Remember the concepts of financial management	Remember
CO2	Understand and interpret financial statements using comparative, common-size, trend and ratio analysis techniques	Understand
CO3	Apply working capital management techniques to analyze operating cycles.	Apply
CO4	Analyze and evaluate capital investment proposals using Budgeting techniques.	Analyze
CO5	Evaluate and interpret marginal costing and break-even analysis for managerial decision-making.	Evaluate
CO6	Formulate appropriate corporate restructuring strategies involving turnaround management.	Create

Course Content:

Unit No.		Contents	Hrs.	COs
1		**Sources and Cost of Capital**	12	CO1
	1.1	Financial Management: Meaning, Natures, Scope, Objectives, Importance and source of finance		
	1.2	Capital structure		
	1.3	Cost of capital		
	1.4	Leverage analysis		
2		**Analysis & Interpretation of Financial Statements**	10	CO2
	2.1	Financial Statements: Meaning, objectives, types and limitations.		
	2.2	Comparative, Common-Size and Trend Analysis: Meaning, objectives and interpretation.		
	2.3	Ratio Analysis: Meaning, classification, significance and limitations.		
	2.4	Practical Problems on Ratio Analysis: Liquidity, solvency, profitability and activity ratios		
3		**Working Capital Management**	12	CO3
	3.1	Working Capital: Meaning, types, importance and examples from local businesses.		
	3.2	Operating Cycle: Cash, stock, sales and collection cycle.		
	3.3	Working Capital Statement: Preparation and analysis of working capital statement.		
	3.4	Receivables management: Credit Policy and Collection Policy.		
4.		**Capital Budgeting Techniques –**	12	CO4 CO5
	4.1	Capital budgeting: Meaning, importance and process.		
	4.2	Traditional techniques: Payback Period and ARR.		
	4.3	Discounted techniques: NPV, IRR and Profitability Index.		
	4.4	Special decisions: Replacement, capital rationing and Lease–Buy decisions.		
5.		**Marginal Costing & Break-Even Analysis**	08	CO5
	5.1	Concept of Marginal Cost: Contribution, Variable Cost, Fixed Cost, Semi-Variable Cost		
	5.2	Margin of Safety, PV Ratio, Break Even Chart		
	5.3	Assumptions of Break-Even Analysis & Calculations of Break Even Point.		

6.		**Organizational Restructuring**	**06**	**CO6**
	6.1	Corporate restructuring: Meaning, objectives and need.		
	6.2	Turnaround management: Corporate sickness, causes and revival strategies.		
	6.3	Mergers and acquisitions: Types, motives and M&A process.		
	6.4	Takeovers and integration: Hostile takeovers, defense strategies and post-merger integration.		

Reference Books:

1. I. M. Pandey – Financial Management, Vikas Publishing House, New Delhi.
2. Prasanna Chandra – Financial Management: Theory and Practice, McGraw Hill Education.
3. R. P. Rastogi – Financial Management, Taxmann Publications.
4. M. Y. Khan & P. K. Jain – Financial Management: Text, Problems and Cases, McGraw Hill Education.
5. S. N. Maheshwari – Financial Management: Principles and Practice, Sultan Chand & Sons.
6. P. V. Kulkarni & B. G. Satyaprasad – Financial Management, Himalaya Publishing House.
7. R. K. Sharma & Shashi K. Gupta – Financial Management, Kalyani Publishers.
8. R. P. Rastogi – Marginal Costing and Break-Even Analysis, relevant edition.

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	1
CO2	3	1	3	1	2
CO3	3	2	3	1	2
CO4	3	2	3	1	2
CO5	3	2	3	1	2
CO6	3	3	3	2	3

Mapping Scale: 3 – High 2 – Moderate 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
√	-	√	√	√	-

MBA-DSC-202-Marketing Management

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

This course introduces fundamental marketing concepts, customer value creation, consumer behaviour, market research, STP, product, branding, pricing, and distribution strategies. It develops understanding of integrated marketing communication, digital marketing, CRM, social media, e-commerce, and Omni channel marketing. Students explore AI in marketing, marketing analytics, sustainability, service marketing, innovation, and emerging trends such as social commerce and hyper-personalization. The course also applies marketing concepts to agribusiness, financial services and FinTech, entrepreneurship, start-ups, and diverse contemporary business environments.

Course Objectives:

The course aims to enable students to:

1. To study the fundamentals of marketing and customer value creation.
2. To Analyze markets, consumers, and business environments for effective marketing decisions.
3. To develop product, pricing, promotion, and distribution strategies.
4. To apply digital technologies and AI-enabled marketing tools.
5. To evaluate sustainable, entrepreneurial, agribusiness, financial services, and technology-driven marketing practices.
6. To build analytical and strategic thinking for solving real-world marketing problems.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	Study marketing concepts, philosophies, and environmental factors affecting marketing decisions.	Remember
CO2	Classify consumer behaviour, market segmentation, targeting, positioning, and customer value propositions.	Understand
CO3	Apply marketing and channel strategies for product, pricing, branding of different industries.	Apply
CO4	Illustrate integrated marketing communication and digital marketing strategies using modern technologies.	Analyze
CO5	Determine customer relationship management, AI applications and marketing analytics.	Evaluate
CO6	Enhance emerging marketing trends, sustainability, and ethical marketing for business growth.	Create

Corse Contents:

Unit No.		Contents	Hrs	COs
1		**Fundamentals of Marketing**	10	CO1
	1.1	**Evolution of Marketing:** Marketing in the Digital Economy, From Marketing 1.0 to Marketing 5.0, Role of Marketing in Business Growth		
	1.2	**Core Marketing Concepts:** Market, Marketing, Exchange, Value, Customer Satisfaction, Customer Delight, Customer Experience (CX), Need, Want and Demand		
	1.3	**Marketing Management Process:** Marketing Planning, Implementation, Control **Marketing Philosophies:** Production, Product, Selling, Marketing, Societal Marketing, Holistic Marketing		
	1.4	**Marketing Environment:** Micro and Macro environment, Environmental Scanning, PESTLE Analysis		
	1.5	**Marketing Mix:** 4 Ps and 7 Ps		
2		**Consumer Behaviour, Market Research and STP**	10	CO2
	2.1	**Consumer Behaviour:** Meaning and concept, Consumer Buying Process, B2B, Buying Behaviour and Organizational Buying Behaviour, Factors Influencing Consumer Behaviour		
	2.2	Market Segmentation, Targeting: Market Attractiveness, Target Market Selection		
	2.3	**Positioning:** Brand Positioning, Perceptual Mapping, Value Proposition		
	2.4	**Marketing Research:** Marketing Information System, Market Survey, Primary & Secondary Data, Customer Insights, Introduction to Marketing Analytics		
3		**Product, Brand and Innovation Management**	10	CO3
	3.1	**Product Decisions:** Product Levels, Product Classification Product Mix.		
	3.2	**Brand Management:** Branding, Brand Equity, Brand Identity, Packaging, Labelling; Marketing Strategies		
	3.3	**Product Life Cycle:** PLC Stages. **New Product Development:** Idea Generation, Concept Testing, Commercialization.		
	3.4	**Innovation & Entrepreneurship:** Introduction and concept of Design Thinking, Lean Start-up, Minimum Viable Product (MVP), Innovation and Diffusion model.		
4		**Pricing, Distribution and Omni channel Marketing**	10	CO3, CO4
	4.1	**Pricing Decisions:** Meaning, Objectives, Factors, Methods.		
	4.2	**Pricing Strategies:** Penetration, Skimming, Dynamic Pricing, Psychological Pricing, Value-Based Pricing.		
	4.3	**Distribution Management:** Marketing Channels, Channel Design, Channel Conflict, Logistics Basics		

	4.4	**Retailing:** Traditional Retail, Modern Retail, E-commerce, Quick Commerce (Q-Commerce)		
	4.5	**Omni channel Marketing:** Online + Offline Integration Customer Journey, Customer Touch points		
5		**Integrated Marketing Communication and Digital Marketing**	**10**	**CO4, CO5**
	5.1	**Integrated Marketing Communication (IMC):** Promotion Mix, Communication Process.		
	5.2	**Advertising:** Traditional Media, Digital Media, Media Planning. **Sales Promotion:** Consumer Promotion, Trade Promotion		
	5.3	**Personal Selling and CRM:** Sales Process**,** Relationship Marketing, CRM Fundamentals		
	5.4	**Digital Marketing:** Introduction, Concept, Types: SEO, SEM, Content Marketing, Email Marketing, Mobile, WhatsApp and Social Media Marketing**,** Influencer Marketing, Affiliate Marketing, Video Marketing. Introduction to Marketing Automation		
6		**Emerging Marketing Trends**	**10**	**CO5, CO6**
	6.1	**AI in Marketing:** Generative AI, Chatboats, Recommendation Systems, AI-based Customer Service, Prompt Engineering for Marketing (Basics)		
	6.2	**Emerging Marketing Trends and Applications:** Social Commerce, Live Commerce, Conversational Commerce, Voice Search Marketing, Visual Search, Hyper-Personalization, Community Marketing, Creator Economy, Subscription-Based Marketing, D2C (Direct-to-Consumer) Marketing, Experiential Marketing, Neuro marketing (Introduction). **Sectoral Marketing Applications:** Agribusiness Marketing, Financial Services & FinTech Marketing.		
	6.3	**Sustainable and Ethical Marketing:** Green Marketing**,** Sustainable Marketing, Circular Economy, ESG in Marketing, Responsible Consumption		

Reference Books:

1. Principles of Marketing: A South Asian Perspective, 13e – Kotler - Pearson
2. Marketing –Asian Edition by Sinha, Bines, Fill & Page – Oxford University Press
3. Marketing Management – Rajan Saxena – Tata McGraw Hill
4. Marketing Management: South Asian Perspective, 14e - Kotler/ Koshy – Pearson
5. Marketing-A South Asian Perspective – Lamb, Hair, Sharma - Cengage
6. Marketing Management – Ramaswamy, Namakumari 4th edition – Macmillion
7. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
8. Marketing Management – Stanton – McGraw Hill.
9. Marketing Management by Kotler, Keller & Koshi- Pearson/ Prentice Hall
10. Marketing –Varma & Duggal – Oxford University Press Basics of Marketing Management – R.B. Rudani- S. Chand & Company Ltd

Mapping of Course Outcomes to Program Outcomes:

CO \ PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	2
CO2	3	2	3	1	2
CO3	3	3	3	1	2
CO4	3	3	3	2	3
CO5	3	2	3	2	3
CO6	2	3	2	3	3

Mapping scale: 1 = Low, 2 = Moderate, 3 = High.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	✓	-	✓

KCES's College of Engineering and Management (CoEM), Jalgaon

An Autonomous Institute

Faculty of Commerce and Management

School of Management Studies

M.B.A. (Master of Business Administration) AY: 2026-27

MBA-DSC-203-Human Resource Management

Total Credits: 02 CA Marks: 20

Lecture Hours: 30 Hours ESE Marks: 30

Course Description

Human Resource Management links people-related activities to business strategy. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques, and issues. This course introduces the various functions of human resource management. The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	Explain the concepts, nature, scope, objectives and functions of Human Resource Management, and differentiate HRM from Personnel Management while describing the role, qualities and challenges of an HR manager.	Understand
CO2	Apply the principles and processes of Human Resource Planning, procurement, recruitment, selection, induction, promotion, demotion, transfer, layoff, downsizing, rightsizing, VRS, performance appraisal and competency mapping in organizational situations.	Apply
CO3	Analyze and evaluate performance appraisal methods, competency mapping and training & development practices, and recommend suitable training methods and evaluation techniques for improving employee and organizational performance.	Analyze / Evaluate

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Introduction to Human Resource Management (HRM)**	**07**	**CO1**
	1.1	Meaning. Definitions, Nature, Scope, Objectives & Functions of HRM		
	1.2	HRM Vs. Personnel Management		
	1.3	Role & Qualities of HR Manager.		
	1.4	Future Role & Challenges before HRM.		
2		**Process of Procurement**	**08**	**CO2**
	2.1	Human Resource Planning: Concept, Need, Characteristic & Benefits of HRP, Factors affecting HRP, Barriers to HRP		
	2.2	Recruitment: Concept, Purpose & Factors Affecting Recruitment, Sources & Process of Recruitment.		

	2.3	Selection: Concept, Selection process, Selection tests, barriers of selection.		
	2.4	Induction/Orientation: Concept, Objective, Steps & Problems in Orientation, Topics of Induction Programme.		
	2.5	Concept of Promotion, Demotion, Transfer, Layoff, Downsizing, Rightsizing, VRS.		
3		**Performance Appraisal**	**07**	**CO2, CO3**
	3.1	Definitions and Objectives of Performance appraisal.		
	3.2	Process & Methods of Performance Appraisal: Traditional Methods, Modern Methods.		
	3.3	Problems with Performance Appraisal		
	3.4	Competency Mapping: Concept, Need, importance , objectives		
4		**Training & Development**	**08**	**CO3**
	4.1	Meaning, Need and Objective and process of Training & Development.		
	4.2	Difference between Training & Development, learning and Education		
	4.3	Methods of Training & Development: On the Job & Off the Job, Evaluation of Training		
	4.4	Emerging trend of HRM		

Reference Books

1. Human Resource Management: A south Asian Perspective – Mathis, Jackson, Tripathi Cengage
2. Human Resource Management, Text & Cases by Dr. V.S.P Rao - Excel Books
3. Human Resource Management by Wayne Mondy – Pearson
4. Human Resource Management by Haladkar & Sarkar – Oxford University Press
5. Human Resource Management by Dr. Shikha Kapoor - Taxmann
6. Human Resource Management by Dr K. Ashwathappa – Tata McGraw Hill
7. Human Resource Management: A south Asian Perspective by Snell, Bohalender, Vohra Cengag

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	2
CO2	3	3	3	2	2
CO3	3	3	3	2	3

Mapping scale: 1 = Low, 2 = Moderate, 3 = High.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	✓		✓

MBA -DSC-204- Production & Operations Management

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

This course provides a comprehensive understanding of the principles and practices of Operations Management in manufacturing and service organizations. It focuses on operations strategy, product design, capacity planning, production planning, and production control. The course develops knowledge of materials management, inventory control, store management, and material handling. It examines facility location, facility layout, supply chain management, logistics, warehousing, and service operations. The course introduces students to quality management, productivity, work study, method study, motion study, and time study**.** Through analytical and practical approaches, students develop the ability to apply operations management concepts to impro**ve** efficiency, productivity**,** quality, and organizational performance**.**

Course Objectives:

1. Understand the concepts, principles, scope, and strategic role of Operations Management in manufacturing and service organizations.
2. Apply operations strategy and product design concepts to address organizational requirements and operational challenges.
3. Develop an understanding of capacity planning, production planning, forecasting, scheduling, and production control techniques.
4. Analyze materials and inventory management practices, including material planning, ABC analysis, store management, and material handling.
5. Evaluate facility location, facility layout, supply chain, logistics, quality management, and productivity practices for improving operational performance.
6. Apply work study, method study, motion study, and time study techniques to improve efficiency and productivity in organizational processes.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	Define operations management, describe concepts, product design, major processes	Remember
CO2	Understand capacity planning, production planning and control	Understand
CO3	Determine factors affecting location selection and articulate facility layout	Apply
CO4	Identify the materials and inventory management	Analyze
CO5	Evaluate the process of Supply chain management and Quality management	Evaluate
CO6	Develop the Just in time methods and importance of Value Engineering	Create

Course Content:

Unit No.		Contents	Hrs	COs
1		**Introduction to Operations Management**	10	CO1
	1.1	Meaning, Nature, And Scope of Operations Management		
	1.2	Elements of Operations Strategy		
	1.3	The Role of Operations Management in Strategic Management		
	1.4	The Role of Operations Managers		
	1.5	Product design- concept, factors influencing, characteristics of good product design		
	1.6	Make or buy decisions, operations in the service sector		
2		**Capacity Planning, Production planning and control**	10	CO2
	2.1	Capacity planning- time horizons, types, measures of capacity		
	2.2	Determinants of capacity		
	2.3	Forecasting long-term future capacity demand.		
	2.4	Production planning functions, Production control functions		
	2.5	Routing, scheduling, dispatching, and progressing		
3		**Materials and inventory management**	10	CO3
	3.1	Materials management- objectives, significance, benefits of material planning		
	3.2	Factors influencing material planning, materials budgeting, and material control		
	3.3	Inventory management-meaning, objectives, inventory management and control, ABC analysis		
	3.4	Store management functions, codification, material handling-definition, scope, and objectives.		
4		**Facility location planning and Facility layout**	10	CO4
	4.1	Facility location planning- meaning, and factors affecting location selection		
	4.2	Facility layout- meaning, factors influencing, principles, steps in layout planning and design		
	4.3	Types of layouts- process layout, product layout, group technology layout		
	4.4	Types of Service layouts- project layout, combined layout, service facility layout		
5		**Supply chain management and Quality management**	10	CO5
	5.1	Supply chain management- meaning, objectives, activities involved		
	5.2	Logistics, warehousing, service operation types- Quasi manufacturing, customer-as-participants, and customer-as-product		

	5.3	Quality management meaning,importance inspection- nature, scope, the concept of productivity		
6		**Work Study and Work Measurement**	10	CO6
	6.1	Method Study: objective, scope, steps involved in methods study		
	6.2	Motion Study		
	6.3	Time Study		
	6.4	JIT, Value Engineering		

Reference Books:

1. Production and Operations Management 2e –K. Ashwathappa and K. Shridhar Bhat- Himalaya Publishing. ISBN 978-9350971888
2. Production and Operations Management 3e –Kanishka Bedi–Oxford University Press. ISBN978 0198072096
3. Production and Operations Management 6th Edition –S.N. Chary–Tata Mc-Graw Hill, ISBN-13 978-9353164812
4. Production and Operations Management - N.G. Nair–Tata Mc-Graw Hill
5. Production and Operations Management, 9th Edition –S. A. Chunawalla and D. R. Patel - Himalaya Publishing ISBN-13 978-8178664316
6. Operation Management for competitive Advantages, published by Tata Mcgraw Hill, by Richard B. Chase, F. Robert Jacobs and Nitin K. Agrawal.

Mapping of Course Outcomes to Program Outcomes:

CO / PO	PO1	PO2	PO3	PO4	PO5
CO1	**3**	**1**	**2**	**–**	**1**
CO2	**3**	**2**	**3**	**1**	**2**
CO3	**3**	**2**	**3**	**2**	**2**
CO4	**3**	**2**	**3**	**1**	**2**
CO5	**3**	**3**	**3**	**2**	**3**
CO6	**3**	**3**	**3**	**2**	**3**

Mapping scale: 1 = Low, 2 = Moderate, 3 = High.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	✓	-	✓

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School of Management Studies

M.B.A. (Master of Business Administration) AY: 2026-27

MBA -DSC-205 Business Innovations and Venture Design

Total Credits: 04 **CA Marks:** 40
Lecture Hours: 60 Hours **ESE Marks:** 60

Course Description

Business Innovation and Venture Design develops students' understanding of innovation, entrepreneurship, Design Thinking, opportunity identification, business model design, market validation, and venture feasibility. It enables students to transform innovative ideas into viable, sustainable, and scalable ventures through practical activities, MVP development, and pitching.

Course Objectives:

1. To understand the fundamental concepts of business innovation, creativity, and digital transformation.
2. To apply design Thinking principles and creative techniques for identifying customer problems and potential business opportunities.
3. To develop skills for designing and evaluating innovative business models.
4. To enable students to assess the feasibility, viability, and sustainability of a business idea.
5. To formulate venture launch and growth strategies, understand IPR, evaluate performance, and deliver effective venture pitches.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	Study concepts, types, drivers and strategic importance of business innovation.	Remember
CO2	Discuss the design thinking and opportunity identification techniques to real-world problems.	Understand
CO3	Apply venture ideas, value propositions and Business Model Canvas.	Apply
CO4	Identify market potential, MVPs and technical, operational and financial feasibility of a venture.	Analyze
CO5	Illustrate a basic venture launch, growth and innovation strategy and present it through an effective pitch.	Evaluate
CO6	Demonstrate and formulate an entrepreneurial and innovative mindset by presenting and defending a viable venture concept.	Create

Course Content:

Unit No.		Contents	Hrs	COs
1		**Fundamental of Business Innovation**	10	CO1
	1.1	Meaning, nature and characteristics of innovation		
	1.2	Innovation vs. invention, creativity and entrepreneurship,		
	1.3	Types of innovation: product, process, service, business-model, Disruptive innovation		

	1.4	Meaning and importance of creativity, Creative Thinking Techniques: Brainstorming, SCAMPER, Mind Mapping, Six Thinking Hats		
	1.5	Drivers and barriers to innovation, Innovation strategy and competitive advantage		
	1.6	Role of technology and digital transformation in innovation		
2		**Design Thinking and Opportunity Identification**	**10**	CO2
	2.1	Meaning, definition and evolution of Design Thinking, Need and importance of Design Thinking in management		
	2.2	Principles and Design Thinking Process		
	2.3	Empathy and Problem Identification		
	2.4	Opportunity Identification		
3		**Venture Ideation and Business Model Design**	**12**	CO3
	3.1	Meaning and concept of venture ideation, Venture idea, business idea and business opportunity		
	3.2	Idea Generation techniques, Idea screening and selection Venture Concept Development Introduction to Business Model Canvas and Design.		
	3.3	**Venture Ideation Project** Students will: • Identify a real-world problem • Develop a venture idea • Define target customer • Develop value proposition • Prepare Business Model Canvas • Develop a basic MVP concept • Present a preliminary venture pitch **Suggested Activity:** Group-based Venture Ideation Project.		
4		**Market Validation and Venture Feasibility**	**10**	CO4
	4.1	Meaning ,concept and importance of market validation, Market validation vs. market research , Market validation process		
	4.2	Target market identification, Market segmentation and customer profiling, Competitor identification and analysis Meaning and purpose of Minimum Viable Product (MVP), Types of prototypes and experimentation		
	4.3	Venture Feasibility: Technical Feasibility, Operational Feasibility, Organizational Feasibility, Financial Feasibility		
5		**Venture Planning, Finance and Scaling**	**10**	CO5
	5.1	Introduction to Venture Planning, Venture planning vs. business planning, Strategic Venture Planning		
	5.2	Meaning and importance of venture finance, Sources of venture finance, analysis and Evaluation.		
	5.3	Venture Growth, Scaling and Sustainability		

6		**Venture Launch and Pitching**	**8**	CO6
	6.1	Meaning and importance of venture launch, Go-to-Market (GTM) strategy, Market Entry Strategies		
	6.2	Concept of Venture Performance Measurement, Key performance indicators (KPIs)		
	6.3	Intellectual property Rights (IPR) and Innovation		
	6.4	Meaning and purpose of a venture pitch, Components of an Effective Pitch, Pitch Presentation Skills and storytelling		

Reference Books:

1. "Entrepreneurship Development- by S. S. Khanka
2. "Entrepreneurship Development and Management" by Vasant Desai
3. "Entrepreneurship Development" by C. B. Gupta & N. P. Srinivasan
4. "Innovation Management" by V. K. Narayanan
5. Innovation Management – Jauhari & Bhushan
6. Creativity and Innovation in Entrepreneurship – S. S. Khanka
7. *Managing Innovation: Integrating Technological, Market and Organizational Change*, Wiley India. Tidd, J., Bessant, J. & Batra, S

Mapping of Course Outcomes to Program Outcomes

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	2
CO2	3	3	2	1	2
CO3	3	3	3	2	2
CO4	3	3	2	2	2
CO5	3	3	2	3	1
CO6	3	2	3	3	3

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/Exploration	Practical/Lab	Other Activity
✓	-	✓	✓	-	✓

MBA -DSC-206 International Business Management

Total Credits: 02 CA Marks: 20

Lecture Hours: 30 Hours ESE Marks: 30

Course Description: This course provides an overview of the concepts, practices, and contemporary issues of International Business in a globalized economy. It enables students to understand the global business environment, international market entry strategies, globalization, macroeconomic and socio-political factors, international trade and investment theories, and the role of major international institutions. The course also covers Foreign Direct Investment, regional economic integration, multinational corporations, digitalization, international entrepreneurship, corporate governance, sustainability, and international business negotiations.

Course Objectives:

1. To understand the nature, scope, importance, and drivers of International Business and globalization.
2. To explain various modes of entry into international markets and factors influencing international business decisions.
3. To analyse the economic, political, cultural, legal, and sustainability aspects of the international business environment.
4. To examine emerging issues such as digitalization, e-commerce, global entrepreneurship, MNCs, corporate governance, and international negotiations.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	Describe the nature, scope, importance, and key drivers of international business and globalization.	Understand
CO2	Analyze international market entry modes and the economic, political, cultural, legal, and sustainability factors influencing international business decisions	Analyze
CO3	Evaluate emerging trends and issues in international business, including digitalization, e-commerce, global entrepreneurship, MNCs, corporate governance, and international negotiations.	Evaluate

Course Content:

Unit No.		Contents	Hrs	COs
1		**Overview of International Business & Global Environment**	07	CO1
	1.1	Nature, scope, importance and key drivers of international business		
	1.2	Modes of entry into international markets		
	1.3	Globalization: trends in globalization, effects and benefits of globalization		
	1.4	External and Internal factors of the International Business		

2		**International Business Environment**	**08**	**CO2**
	2.1	Key macroeconomic factors: GDP, inflation, interest rates		
	2.2	Government interventions: tariffs, non-tariff barriers, subsidies, FDI policies		
	2.3	Socio-Political Factors of International Business		
	2.4	Impact of culture on business practices		
	2.5	Major legal systems: common, civil, theocratic, business law basics		
	2.6	Sustainability and green business practices.		
3		**International Trade, Investment & Institutions**	**08**	**CO3**
	3.1	Introduction Mercantilism, Heckscher-Ohlin theory, Absolute Advantage Theory, Comparative Cost Theory, New trade theories (economies of scale, first-mover advantage).		
	3.2	Balance of payments (BOP): Importance and components of BOP, Balance of Payment disequilibrium and correction.		
	3.3	Foreign Direct Investment (FDI) & Foreign Portfolio Investment (FPI): FPI vs. FDI, Types of FDI, Theories: internalization theory, eclectic paradigm, benefits and costs for host and home countries		
	3.4	International Institutions: WTO, IMF, World Bank		
	3.5	Levels of integration (e.g., free trade area, customs union, common market).		
	3.6	Regional blocs: EU, USMCA, ASEAN, BRICS and their impact.		
4		**Emerging Issues in International Business**	**07**	**CO3**
	4.1	The impact of digitalization and e-commerce on global business		
	4.2	Global Entrepreneurship and Innovation.		
	4.3	Corporate Governance in an International Context.		
	4.4	Role and Impact of Multinational Corporations (MNCs)		
	4.5	Negotiating International Business Deals		

Reference Books:

1. "Charles W. L. Hill & G. Tomas" → Charles W. L. Hill and G. Tomas M. Hult
2. John D. Daniels, Lee H. Radebaugh & Daniel P. Sullivan" → the commonly cited edition includes Daniel A. Sullivan as well.
3. International Business Environment — Francis Cherunilam
4. International Business Management- Mrs. KiranJotwani, Nirali Prakashan
5. International Business Management- Prof. Guatam Pherwani

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	1
CO2	3	2	2	2	1
CO3	2	3	2	2	1

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	✓	✓	-	-	✓

MBA-OE-207 A - Sports and Event Management

Total Credits: 02 CA Marks: 20

Lecture Hours: 30 Hours ESE Marks: 30

Course Description

This course introduces students to the principles and practices of sports and event management. It develops managerial skills required for planning, organizing, marketing, financing, conducting and evaluating sports events, with emphasis on practical event planning, sponsorship, risk management, safety and sustainability.

Course Objectives

1. To understand the fundamental concepts, scope and principles of sports and event management.
2. To develop skills for planning, organizing and scheduling sports events.
3. To apply human resource, volunteer, logistics and facility management practices.
4. To identify risks and understand safety, legal and ethical requirements in event management.

Course Outcomes:

CO	Course Outcome	Cognitive Level
CO1	Explain the concepts, principles, scope and managerial functions involved in sports and event management.	Understand
CO2	Construct a sports event plan incorporating scheduling, budgeting, resources, sponsorship, marketing and logistics.	Apply
CO3	Analyse a sports event by examining risks, safety, ethical, and sustainability practices.	Analyze

Course Contents:

Unit No.		Contents	Hrs.	COs
1		**Introduction to Sports and Event Management**	**7**	**CO1**
	1.1	Meaning, nature and scope of sports management		
	1.2	Concept and significance of event management		
	1.3	Types and classification of sports event		
	1.4	Roles and responsibilities of sports/event managers		
	1.5	Principles of sports event management		
	1.6	Emerging trends in sports and event management		
Practical Activity		Prepare a proposal for an inter-college sports event and develop a preliminary event budget.		

2		**Planning and Organization of Sports Event**	**8**	**CO2**
	2.1	Sports event planning process		
	2.2	Event objectives and planning framework		
	2.3	Venue selection and facility planning		
	2.4	Event scheduling and programme planning		
	2.5	Human resource and volunteer management		
	2.6	Equipment, infrastructure and facility management		
	2.7	Event logistics and coordination		
Practical Activity		Prepare a sponsorship proposal and develop a plan for organizing a one-day sports competition.		
3		**Budgeting, Sponsorship and Marketing**	**8**	**CO2**
	3.1	Event budgeting and cost estimation		
	3.2	Financial planning and resource allocation		
	3.3	Sponsorship: concept, objectives and sponsorship proposals		
	3.4	Event marketing strategies/market penetrations strategies for sports events		
	3.5	Media management and publicity		
	3.6	Public relations and stakeholder communication		
	3.7	Digital and social media promotion of sports events		
Practical Activity		Prepare a venue layout and logistics plan; design a promotional poster/social media campaign for a sports event.		
4		**Risk Management and Event Evaluation**	**7**	**CO3**
	4.1	Risk identification and assessment		
	4.2	Safety and security management		
	4.3	Emergency and contingency planning		
	4.4	Legal and ethical issues		
	4.5	Event monitoring and evaluation		
	4.6	Event reporting and feedback		
	4.7	Legacy and sustainability of sports events		
Practical Activity		Prepare an event report after completion and participate in volunteer duties during a sports event.		

Reference Books:

1. Bowdin, G., Allen, J., O'Toole, W., Harris, R. Events Management, 4th Edition, Routledge.
2. Masterman, G. Strategic Sports Event Management, 3rd Edition, Routledge.
3. Parent, M. M. & Smith-Swan, S. Managing Major Sports Events: Theory and Practice, Routledge.
4. Greenwell, T. C., Danzey-Bussell, L. A. & Shonk, D. Managing Sport Events, Human Kinetics.

Mapping of Course Outcomes to Program Outcomes

CO / PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	1	2
CO2	3	3	3	2	2
CO3	2	3	3	3	2

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	✓	✓	✓

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School of Management Studies

M.B.A. (Master of Business Administration) AY: 2026-27

MBA –OE-207 B-Fundamentals of Business Analytics

Total Credits: 02 CA Marks: 20

Lecture Hours: 30 Hours ESE Marks: 30

Course Description:

This course provides an understanding of statistical concepts and Business Analytics techniques used for effective managerial decision-making. It covers descriptive statistics, measures of central tendency and dispersion, correlation, regression, hypothesis testing, and analysis of variance. The course further introduces Business Analytics, Business Intelligence, types of analytics, analytical decision-making, business insights, and the application of analytics across various functional areas. It also provides an overview of commonly used Business Analytics tools such as Google Data Studio, Microsoft Power BI, Python, R, and Tableau.

Course Objectives:

1. To understand the basic concepts of Business Analytics.
2. To apply statistical techniques for Decision Making.
3. To analyze business relationships using correlation, regression, Chi-Square and ANOVA.

Course Outcomes: At the end of the Course, the Student will be able to:

COs	Course Outcomes	Cognitive Level
CO1	Understand the fundamental concepts of statistics and data, including measures of central tendency and dispersion, to summarize and interpret business data.	Understand
CO2	Apply correlation, regression, Chi-Square test and ANOVA techniques to identify relationships, test assumptions and support business decision-making.	Apply
CO3	Evaluate the applications, tools and emerging trends of Business Analytics across functional areas and select appropriate analytics approaches for business problems.	Evaluate

Course Content:

Unit No.		Contents	Hrs	COs
1		**Foundations of Descriptive Statistics**	**7**	**CO1 CO2**
	1.1	Data Fundamentals: Meaning, Importance and Limitations of Statistics;		
	1.2	Variable, Attribute, Population and Sample; Importance of Data in Business Decision-Making		
	1.3	Central Tendency: Calculation of Mean, Median, and Mode across raw data, discrete series, and continuous series.		
	1.4	Data Dispersion: Concept and computation of Range, Coefficient of Range, Quartile Deviation, Mean Deviation, and Standard Deviation		

2		**Statistical Inference, Correlation and Regression**	8	CO2
	2.1	Correlation: Meaning, Types and Degree; Scatter Diagram, Karl Pearson's Coefficient and Spearman's Rank Correlation		
	2.2	Regression: Meaning, Simple and Multiple Regression; Regression Equations and Coefficients; Relationship between Correlation and Regression		
	2.3	Chi-Square Test: Introduction, Distribution, Properties, Applications, Conditions of Validity, Degrees of Freedom and Goodness-of-Fit		
3		**Business Analytics, Optimization and Decision-Making**	8	CO3
	3.1	Meaning, Definition, Need and Evolution of Business Analytics; Importance of Data and Business Insights, process & characteristics.		
	3.2	Business Analytics and Business Analysis; Business Intelligence vs. Data Science; Data Analyst vs. Business Analyst		
	3.3	Types of Analytics, Selection and Application of Analytics Tools		
4		**Overview of Business analytics applications**	7	CO3
	4.1	Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Analytics, Financial Analytics, Sales Analytics, Web & Social Media Analytics, Healthcare Industry.		
	4.2	Future of Business Analytics.		
	4.3	Features of Business Analytics software - Google Data Studio, Microsoft Power BI, Python, R, Tableau		

Reference Books

1. Business Statistics 2nd Edition by S.C. Gupta & Indira Gupta –Himalaya Publishing House
2. Business Statistics 2nd edition by Vohra – McGraw Hill 978-1259004872
3. Business Statistics by Thukral – Taxmann – ISBN 8171946054, 9788171946051
4. Statistical Methods 46th Edition by S. P. Gupta – Sultan Chand & Sons Business Statistics 3rd Edition by Beri- Tata Mcgraw Hill
5. Business Intelligence and Analytics - Edited by Drew Bentley ISBN: 978-1-9789-2136-8
6. Business Analytics_ Data Analysis & Decision Making- S. Christian Albright Wayne L. Winston – Cengage

Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	1	1
CO2	3	3	3	2	1
CO3	3	2	3	3	2

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/ Exploration	Practical/ Lab	Other Activity
✓	-	✓	✓	✓	-

MBA-OE-207 C - AI, ML and IT Systems

Total Credits: 02 **CA Marks:** 20
Lecture Hours: 30 Hours **ESE Marks:** 30

Course Description:

This course introduces the fundamentals of Artificial Intelligence, Machine Learning and Information Technology Systems, with emphasis on business applications, data, digital technologies, ethical issues and managerial decision-making.

Course Objectives:

1. To introduce the basic concepts, technologies and applications of Artificial Intelligence and Machine Learning in business.
2. To develop understanding of IT systems, data, databases, cloud computing and digital technologies used in organizations.
3. To create awareness of AI applications, ethical issues, security concerns and emerging digital trends relevant to managers.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	**Explain** the fundamental concepts, technologies, types and applications of Artificial Intelligence and Machine Learning in business.	**Understand**
CO2	**Apply** the concepts of IT systems, data, databases, cloud computing and digital technologies to understand business operations and managerial decision-making.	**Apply**
CO3	**Analyze** business applications, ethical issues, security concerns and emerging trends related to AI, ML and IT systems.	**Analyze**

Course Contents:

Unit No.		Contents	Hrs	COs
1		**Basics Of Artificial Intelligence**	**07**	**CO1**
	1.1	Meaning, definition and evolution of Artificial Intelligence		
	1.2	Scope, characteristics and components of AI, challenges of AI Types and applications of AI, AI vs. Human Intelligence.		
	1.3	AI Tools and Technology : Natural Language Processing (NLP), Computer Vision, Robotics, Chatbots and Virtual Assistants, Generative AI – basic introduction		

2		**Introduction To Machine Learning**	**08**	**CO1, CO3**
	2.1	Meaning, definition and evolution of Machine Learning, Life Cycle		
	2.2	Relationship between AI, ML and Deep Learning		
	2.3	Types of Machine Learning: Supervised, Unsupervised and Reinforcement Learning		
	2.4	Different forms of Data: Data Mining, Data Analytics, Statistics; Statistics vs. Data Mining; Data Analytics vs. Data Science		
3		**Information Technology Systems For business**	**08**	**CO2**
	3.1	Introduction to Information Technology Systems: Meaning, components and role of IT in business organizations		
	3.2	Types of IT Systems: Transaction Processing Systems (TPS), Management Information Systems (MIS), Decision Support Systems (DSS), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM)		
	3.3	Data and Database Systems: Meaning and concepts of data and database systems; types and functions of databases and DBMS; Database vs. DBMS; data storage and retrieval; importance of data for managerial decision-making		
	3.4	Cloud and Digital Technologies- Cloud Computing and Cloud Service Models: IaaS, PaaS and SaaS; Mobile and Web Technologies, Internet of Things (IoT)		
4		**AI, Ml And IT: Business Applications, Ethics And Future**	**07**	**CO3**
	4.1	AI and ML Applications in Business: Marketing, Finance, HR, Operations and Supply Chain, Legal, Healthcare and Agriculture		
	4.2	Ethical and Security Issues: Data privacy and security, transparency and accountability, cyber security risks and responsible use of AI		
	4.3	Emerging trends in AI		

Reference Books

1. Stuart Russell and Peter Norvig, *Artificial Intelligence: A Modern Approach*, Pearson.
2. Tom M. Mitchell, *Machine Learning*, McGraw-Hill.
3. Kenneth C. Laudon and Jane P. Laudon, *Management Information Systems: Managing the Digital Firm*, Pearson.
4. Ramesh Sharda, Dursun Delen and Efraim Turban, *Business Intelligence, Analytics, Data Science, and AI: Systems for Decision Support*, Pearson.
5. Efraim Turban, Ramesh Sharda and Dursun Delen, *Decision Support and Business Intelligence Systems*, Pearson.

6. Andrew McAfee and Erik Brynjolfsson, *Machine, Platform, Crowd: Harnessing Our Digital Future*, W. W. Norton & Company.

Mapping of Course Outcomes to Program Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	1	2	1	2
CO2	3	1	3	1	2
CO3	2	2	3	3	3

Mapping Scale: 3 – High, 2 – Moderate, 1 – Low

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/Exploration	Practical/Lab	Other Activity
✓	-	✓	✓	✓	✓

MBA –OE-207 D MOOC /Swayam Courses

Total Credits: 02
Lecture Hours: 30 Hours ESE Marks: 50

Students can complete Online course through online platform of SWAYAM/SWAYAM PLUS+/NPTEL/MOOCs or equivalent for sector skill as per stated in the AICTE regulation (2016) or equivalent.

Any course with credits as per available list and schedule can be opted by student in the form of SWAYAM/SWAYAM PLUS+/NPTEL/MOOCs or equivalent, provided the student secures the certificate after completion of examination through same course link courses from other course providers, from other platforms shall not be considered valid unless recommended by BOS.

The students should submit a valid course completion certificate with credit before external exams and by the end of II semester, which will be added to the second semester marks statement.

At least 80% contents of the SWAYAM/SWAYAM PLUS+/NPTEL/MOOCs or equivalent as per NSQR framework, skill council of India course should match with syllabus contents of the subject prescribed by the university

Source:
Swayam link: **https://swayam.gov.in/nc_details/NPTEL**

MBA-FP-208 Field Project

Total Credits: 04 CA Marks: 40

Lecture Hours: 60 Hours ESE Marks: 60

Course Description:

The Field project provides MBA students with an opportunity to apply theoretical knowledge and analytical skills to solve social problems. Students will work in teams on Field project endorsed by organizations, offering solutions and recommendations based on rigorous research and analysis.

Course Objectives:

1. To develop an understanding of key management concepts, theories, and analytical frameworks relevant to social problems.
2. To identify and apply appropriate business research methods and analytical tools to investigate social problems.
3. To develop students' ability to collect, organize, and interpret primary and secondary data.
4. To enable students to critically examine societal situations, identify root causes, and assess alternative courses of action.
5. To foster teamwork, professional communication, project management, and stakeholder engagement skills.
6. To enable students to formulate evidence-based, feasible, and innovative solutions and recommendations for organizations for society.

Course Outcomes:

COs	Course Outcomes	Cognitive Level
CO1	Study relevant management concepts, theories, and frameworks applicable to the selected social problem.	Remember
CO2	Discuss appropriate research methodologies, analytical techniques, and business tools to address social issues.	Understand
CO3	Analyze qualitative and quantitative information to identify patterns, relationships, challenges, and root causes of the social problem.	Apply
CO4	Evaluate alternative strategies and solutions using evidence, feasibility, organizational context, and relevant social criteria.	Analyze
CO5	Demonstrate effective teamwork, project management, professional communication, and presentation skills while interfacing social issues.	Evaluate
CO6	Develop practical, innovative, and evidence-based recommendations that address the identified social problem.	Create

General Guidelines for Preparation of Field Project

A Field survey report must be brief and concise in content and must include the following aspects:

1. The Field survey report topic may be undertaken in any area of **social issues in the society.**
2. Each student must undertake **a project individually** under the supervision of a **teacher-guide.**
3. The student shall decide the **topic and title** of the Field Survey Report, which should be specific, clear, relevant, and have a definite scope, in consultation with the concerned teacher-guide.

Selection of an Organization for Field Project

The student should undertake a Field Project related to the **social issues in society** with a view to analyzing practical issues and suggesting **sound and feasible outcomes**.

CO \ PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	2	2
CO2	3	2	3	2	2
CO3	3	2	3	2	3
CO4	3	3	3	3	3
CO5	2	3	2	3	3
CO6	2	3	3	2	3

Correlation Level: 3 – High, 2 – Moderate, 1 – Low.

Teaching Pedagogy

Smart Classroom	Case Study	Expert Session	Survey/Exploration	Practical/Lab	Other Activity
✓	✓	✓	✓	✓	✓