



K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Curriculum Structure and Evaluation Scheme
To be implemented for 2024-26 [NEP Batch]
Department of Management Studies (MBA)

Master in Business Administration MBA





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(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Curriculum Structure and Evaluation Scheme
To be implemented for 2024-26 [NEP Batch]
Department of Management Studies (MBA)

Class: F. Y. MBA

Semester - I

Course Code	Course	Teaching Scheme				Evaluation Scheme				
		L	T	P	Credits	Scheme	Theory (Marks)		Practical (Marks)	
							Max	Min. for passing %	Max.	Min. for passing %
MGC1014	Principles of Management	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1034	Managerial Economics	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1054	Financial Accounting and Analysis	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1074	Legal & Business Environment	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1094	Marketing Management	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1114	Organizational Behaviour	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1134	Quantitative Analysis	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1154	Indian Ethos and Business Ethics	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1194	Business Communication Lab	-	-	2	-	ISE	---	---	---	50
MGC1214	Microsoft Office Specialist	-	-	2	1	ISE	---	---	---	50
						ESE	---	---	---	50
	TOTAL	21	-	04	22					

Total Contact Hours/week :25

Total Credits :22

ISE = In Semester Evaluation, UT1= Unit Test 1, UT2= Unit Test 2, ESE = End Semester Examination





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Class: F. Y. MBA

Semester - II

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max.	Min. for passing %
MGC1024	Corporate Finance	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1044	Operations Management	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1064	Human Resource Management	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1084	Business Research Methods	2	-	1	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1104	Managing for Sustainability	2	-	-	2	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1124	Management Information System	2	-	1	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1144	Strategic Management	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
	Program Elective	2	-	-	2	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MGC1164	Aptitude Skills-I	-	-	2	-	ISE	--	--	--	50	50
MGC1184	Data Analysis	-	-	2	-	ISE	--	--	--	50	50
	TOTAL	20	-	06	22						

Total Contact Hours/week : 26

Total Credits : 22

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❖ **In Second Year, student require to choose any one track out of three.**





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Program Elective (Any One)

Sr. No.	Course Code	Course Name
1	MGP 1021	International Business
2	MGP 1041	Total Quality Management for Business Excellence
3	MGP 1060	Banking and Insurance
4	MGP 1081	Cross Cultural Study





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Department of Management Studies (MBA)

Track I: Industry Internship (II)

Class: S. Y. MBA

Semester –III

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max.	Min. for passing %
MGC2014	Entrepreneurship Development	2	-	-	2	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Generic Electives	2	-	-	2	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Major Subject Specialization I Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Major Subject Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Major Subject Specialization I Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Major Subject Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Major Subject Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
	Major Subject Specialization II Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50			40	-----
MGC2030	Aptitude Skills-II	-	-	2	-	ISE	--	--	--	50	50
MGC2050	Capstone Project	-	-	2	4	ISE	-			100	50
						ESE	-		-	100	50
	TOTAL	22	-	04	26						

Total Contact Hours/week : 26
Total Credits : 26

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Curriculum Structure and Evaluation Scheme
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Department of Management Studies (MBA)

Track II: Coursework (CW)

Class: S. Y. MBA

Semester –III

Course Code	Course	Teaching Scheme				Evaluation Scheme				
		L	T	P	Credits	Scheme	Theory (Marks)		Practical (Marks)	
							Max	Min. for passing %	Max.	Min. for passing %
MGC2014	Entrepreneurship Development	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Generic Electives	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization I Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization I Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization II Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC2030	Aptitude Skills-II	-	-	2	-	ISE	--	--	--	50
MGC2050	Capstone Project	-	-	2	4	ISE	-	-	-	100
						ESE	-	-	-	100
	TOTAL	22	-	04	26					

Total Contact Hours/week : 26

Total Credits : 26

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Department of Management Studies (MBA)

Track III: Research Project (RP)

Class: S. Y. MBA

Semester –III

Course Code	Course	Teaching Scheme				Evaluation Scheme				
		L	T	P	Credits	Scheme	Theory (Marks)		Practical (Marks)	
							Max	Min. for passing %	Max.	Min. for passing %
	Major Subject Specialization I Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Major Subject Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MRP2130	Dissertation Phase- I	-	-	20	10	ISE	--	--	--	50
						ESE	--	--	--	50
MGC2050	Capstone Project	-	-	2	4	ISE	-	-	-	100
						ESE	-	-	-	100
	TOTAL	12	-	22	26					

Total Contact Hours/week : 34

Total Credits : 26

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Department of Management Studies (MBA)

Generic Elective (Any One)

Sr. No.	Course Code	Course Name
1	MGE2014	Taxation Planning and Management
2	MGE2024	Healthcare and Hospital Management
3	MGE2030	Database Management
4	MGE2040	Cyber Security and Legal Frameworks
5	MGE2054	Mall Management
6	MGE2064	Change Management
7	MGE2074	Commodity Markets
8	MGE2084	Food Retail Management
9	MGE2094	Human Resource Audit
10	MGE2104	Small Scales Industries Management
11	MGE2114	E- retailing
12	MGE2124	Tourism Management
13	MGE2134	Export – Import Procedure & Documentation
14	MGE2144	Supply Chain Management





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Department of Management Studies (MBA)

Major / Minor Specializations offered:

- Marketing Management
- Human Resource Management
- Finance Management
- Business Analytics
- Operations Management
- System Management
- Rural Management
- Technology Management
- International Business Specialization
- Banking and Insurance Management

Note:

1. A student has to opt for any two specializations out of ten major specializations.
2. Three elective papers have to be opted in each specialization in this semester.





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Specializations: Semester III

Marketing Management

Sr. No.	Course Code	Course Name
1	MGM2014	Sales and Distribution Management
2	MGM2034	Services Marketing
3	MGM2054	Retail Marketing
4	MGM2074	Consumer Behavior
5	MGM2094	Customer Relationship Management
6	MGM2114	Digital Marketing
7	MGM2134	Management of Marketing Communications
8	MGM2154	Strategic Marketing Management

Human Resource Management

Sr. No.	Course Code	Course Name
1	MGH2014	Compensation Management
2	MGH2034	Performance and Rewards Management
3	MGH2054	Organization Development & Change
4	MGH2074	Industrial Relations and Labour Laws
5	MGH2094	Human Resource Planning
6	MGH2114	Strategic and International Human Resource Management
7	MGH2134	Training and Development
8	MGH2174	Conflict & Negotiation Management

Finance Management

Sr. No.	Course Code	Course Name
1	MGF2014	Indian Financial System
2	MGF2034	Financial Markets & Institutions
3	MGF2054	International Finance
4	MGF2074	Working Capital Management
5	MGF2094	Mergers, Acquisition and Corporate Restructuring
6	MGF2111	Behavioral Finance
7	MGF2134	Cost Analysis and Control
8	MGF2154	Investment Analysis & Portfolio Management



Business Analytics

Sr. No.	Course Code	Course Name
1	MGB2014	Marketing Analytics
2	MGB2034	HR Analytics
3	MGB2054	Core Python Programming
4	MGB2074	R Programming
5	MGB2094	Financial Analytics
6	MGB2110	Data visualization with Power BI
7	MGB2134	Business Intelligence
8	MGB2150	Analytical Toolbox

Operations Management

Sr. No.	Course Code	Course Name
1	MGO2014	Materials Management & Inventory Control
2	MGO2034	Operations Planning and Control
3	MGO2054	Global Operations Strategy
4	MGO2074	Managing Six Sigma
5	MGO2094	Purchase Management
6	MGO2114	Lean Manufacturing System
7	MGO2134	Maintenance Management
8	MGO2154	Manufacturing Systems Management

Information System Management

Sr. No.	Course Code	Course Name
1	MGS2014	Enterprise Resource Planning
2	MGS2034	Software Project Management
3	MGS2050	Knowledge Management
4	MGS2070	Data Warehousing and Data Mining
5	MGS2094	Information System Audit and Security
6	MGS2114	E-Business
7	MGS2130	Cyber Laws and Cyber Security
8	MGS2154	System Analysis & Design

Rural Management

Sr. No.	Course Code	Course Name
1	MGR2014	Rural Banking and Microfinance
2	MGR2034	Rural Society and Polity
3	MGR2054	Society Up liftment Policies
4	MGR2074	ICT in Development
5	MGR2094	Agribusiness
6	MGR2114	Managing Cooperatives
7	MGR2134	Social Marketing and Social entrepreneurship
8	MGR2154	Governance and Development



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Technology Management

Sr. No.	Course Code	Course Name
1	MGT2014	Engineering Management
2	MGT2034	Enterprise Productivity
3	MGT2054	Management of Technology and Innovation
4	MGT2074	R & D Management
5	MGT2094	Value Engineering
6	MGT2114	Engineering Systems Simulation
7	MGT2134	Big Data Analytics
8	MGT2154	Manufacturing Systems

International Business

Sr. No.	Course Code	Course Name
1	MGI2011	India's Foreign Trade and Policy
2	MGI2031	Export Import Procedures, Documentation and Logistics
3	MGI2051	International Economics
4	MGI2071	Global Competitiveness Analysis
5	MGI2091	Global Marketing Strategies
6	MGI2111	Management of International Logistics
7	MGI2131	Globalization and Indian Business Scenario
8	MGI2151	Management of Trans-National Corporations

Banking and Insurance Management

Sr. No.	Course Code	Course Name
1	MGB2011	Insurance Planning & Management
2	MGB2031	Risk Management For Banks And Insurance Companies
3	MGB2051	Retail Banking
4	MGB2071	General Insurance
5	MGB2091	Banking Services Operations
6	MGB2111	Treasury Management
7	MGB2131	Law's Governing Banking and Insurance
8	MGB2151	Funds Management in Banking and Insurance





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Department of Management Studies (MBA)

Track I: Industry Internship (II)

Class: S. Y. MBA

Semester –IV

Course Code	Course	Teaching Scheme			Credits	Evaluation Scheme					
		L	T	P		Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max %	Min. for passing %
IIMB2YYY	Online Course- I/Self learning course-I	-	-	-	2	ESE*	-	-	-	100	50
II2044	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40		-	-
II2064	Internship & Project	-	-	-	12	ISE	-	-	-	50	50
						ESE	-	-	-	50	50
	Total	2	-	-	16						

Total Contact Hours/week :02

Total Credits :16

ISE = In Semester Evaluation, ESE = End Semester Examination

Note:

1] Online or Self Study course may be:

A] Online Certification Course

B] Self-study course approved by Dean Academics All courses should be related to Industry Project.

* Indicates that, student needs to produce certificate of online or certification course at the time of ESE. If student fails to produce this certificate, he or she will not be eligible to give ESE of Online/certification course.





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Department of Management Studies (MBA)

Track II: Course Work (CW)

Class: S. Y. MBA

Semester –IV

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max.	Min. for passing %
MCW2023	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40		-	-
	Major Subject Specialization I Elective Paper (SE) IV	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
	Major Subject Specialization I Elective Paper (SE) V	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
	Major Subject Specialization II Elective Paper (SE) IV	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
	Major Subject Specialization II Elective Paper (SE) V	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
MCW2043	Analytical / Statistical Course (Online)	-	-	-	2*	ESE	--	--	--	100	50
	TOTAL	14	-	-	16						

Total Contact Hours/week :14
Total Credits :16

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Note:

1] Analytical / Statistical Course (Online):

Online Certification Course related to data analysis. For Example: R programming, Power Bi, SPSS etc. Approved by Head of the Department.

* Indicates that, student needs to produce certificate of online or certification course at the time of ESE. If student fails to produce this certificate, he or she will not be eligible to give ESE of Online course.





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Class: S. Y. MBA **Track III: Research Project (RP)**

Semester –IV

Course Code	Course	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max %	Min. for passing %
MRP2023	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40	-	-	
MRP2150	Dissertation Phase- II	-	-	12	6	ISE	--	--	--	50	50
						ESE	--	--	--	50	50
MRP2160	Dissertation Phase- III	-	-	16	8	ISE	--	--	--	50	50
						ESE	--	--	--	50	50
	Total	2	-	28	16						

Total Contact Hours/week :30

Total Credits :16

ISE = In Semester Evaluation, ESE = End Semester Examination





K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory & Practical Courses)
To be implemented from 2024-26 [NEP Batch]
Department of Management Studies (MBA)

Class:- First Year M.B.A.	Semester-I	L	T	P	Credits
Course Code: MGC1014	Course Name: Principles of Management	3	-	-	3

Course Description:

This course investigates the way managers get things done in an organization to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Identify a comprehensive understanding of classical and modern theories.
2. Demonstrate the practical implementation of management functions.
3. Develop the ability to effectively communicate management decisions.
4. Analyze insights on prevailing influential management trends.
5. Evaluate the current business environment and trends.

Prerequisite:

A foundational course in business or introductory business concepts. Proficiency in communication skills.

Course Content

Unit No	Description	Hrs.
1.	Overview to Management: Management – Definition, Nature, Scope, and characteristics of Management, roles, skills of an effective Manager, Evolution of management Thought-Scientific management; Contribution of Taylor, Fayol, Elton Mayo; Hawthorne experiments.	06
2.	Planning: Types of Plans, Planning Process, Introduction to Strategic Management, Types of Strategies, Advantages and Disadvantages of Planning, Types of Planning, Porter's Model of competitive advantage	06
3.	Organizing: Organizing Process – Meaning and Definition, Characteristics, Process, Span of control, Organization Chart – Types, Contents, Uses, Limitations, Factors Affecting Organizational Chart, Organizational Structure – Line Organization, Line and Staff, Functional, Matrix and Virtual. Informal Organization –	06





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Syllabus (Theory & Practical Courses)
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Department of Management Studies (MBA)

	Meaning, Characteristics, Importance, Limitations, Difference between Formal and Informal Organization	
4.	Directing: Direction – Definition, Nature, Need and Importance, Principles of Directing. Supervision – Role and Functions of a Supervisor, Effective Supervision, Direction and Supervision	06
5.	Controlling: Controlling – Meaning, Features, Importance, Process of controlling, Characteristics of an Effective Control System, Types of Control.	06
6.	Recent Trends In Management: Social Responsibility of Management, Remote work, Risk Management, International Management, Crisis Management.	06

References

Text Books:

- Harold Kootnz & Heinz Weihrich, Essentials of Management, Tata McGraw-Hill

Reference Books:

- Tripathy PC And Reddy PN, Principles of Management, Tata McGraw-Hill,
- Decenzo David, Robbin Stephen A, Personnel and Human Resources Management Prentice Hall of India
- JAF Stoner, Freeman R. E and Daniel R Gilber t Management, Pearson Education
- Hellriegel, Slocum & Jackson, Management, A Competency Based Approach, Thomson South Western
- Stephen P. Robins, Fundamentals of Management, Pearson Education Asia





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Class:- First Year M.B.A.	Semester-I	L	T	P	Credits
Course Code: MGC1034	Course Name: Managerial Economics	2	-	-	2

Course Description:

The course provides economic concepts for decision making at individual firm's level, along with understanding of the markets and competition. It provides framework for national income concepts of the governments, how it has been spent over the years in different sectors. It gives the glimpse of the issues in the governance of local governing authorities.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Evaluate microeconomic and macroeconomic variables and its implication in business decision making.
2. Apply the concept and theories of demand
3. Identify the competitive and global markets with its pricing practices.
4. Analyze national income of country.
5. Apply various pricing methods in business practices

Prerequisite:

Basic understanding of economic and commercial activities carried out by businesses.

Course Content

Unit No	Description	Hrs.
1.	Applied Microeconomics: Origin of Economics; Relationship to the functional areas of Business Administration Studies; Role of microeconomic analysis in decision in view of complexity of the modern economy, Laws of demand and supply, Elasticity of demand, Forecasting and its techniques.	04
2.	Cost and Revenue Analysis: Cost-Cost Concepts, Short Run Cost Output Relations, Long Run Cost Output Relations, Economies and Diseconomies of scale, Break Even Analysis	04
3.	Firms and Markets: The competitive and Monopoly model, The Oligopoly model, Monopolistic Competitions, Theory of competitive advantages, Alternate pricing Practices- Pricing of multiple product and price discrimination.	04
4.	Applied Macroeconomics: Gross Domestic Product(GDP) and Gross National Product(GNP), Consumer Price Index(CPI), Wholesale Price Index(WPI), Balance of Payment.	04





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5.	Development Concept and Issues in Governance: Development Concept, State and Market, Institutions, Non-Government Organizations (NGOs), Sustainable Development, Governance, Economic Reforms, Plans After Reforms.	04
6.	Sectorial Development and Policy Reforms: Financing of Infrastructure Development, Education Sector, Poverty, Status of Agriculture Input Pricing, Subsidies and Land Reforms, Industrial Policy and Development after 1991, Privatization and Disinvestment.	04

References

Text Books:

- Dominick Salvatore and Ravikesh Srivastava, Managerial Economic, Principle and Worldwide Applications, Oxford Higher Education

Reference Books:

- Pindyck and Rubinfeld, Microeconomics, Pearson Press
- James L Riggs, David Bedworth and S V Randava, Engineering Economics, TMH
- Lipsey and Chrystal, Economics, Oxford Higher Education
- C R Thomas and S C Maurice, Managerial Economics, TMH
- Suma Damodaran, Managerial Economics, Oxford Higher Education
- Adam Smith, The Wealth of Nations, amazon.com
- Abhijit V Banerjee and Esther Duflo, Poor Economics, Public Affairs, Newyork
- J M Keynes, The General Theory of employment, interest and money, Oxford University Press
- Joseph Stiglitz, Freefall, WW Norton and Campany, New York
- Richard H Thaler and Cass R Sunstein, Nudge, Penguin Book





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Class:- First Year M.B.A.	Semester-I
Course Code: MGC1054	Course Name: Financial Accounting and Analysis

L	T	P	Credits
3	-	-	3

Course Description:

The course integrates fundamental principles from both accounting and finance, emphasizing their practical utilization in financial decision-making. It explores comprehensive aspects of financial accounting, encompassing the accounting mechanism, preparation of various financial statements. This curriculum constitutes a crucial component of the financial Statement analysis and cost profit volume analysis undertaken by businesses across India and globally.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Comprehend the fundamental aspects concerning financial accounting and its analysis.
2. Apply accounting theory and information for preparing various accounts and financial statements.
3. Analyse the financial information by associating the tools and techniques.
4. Evaluate financial performance of the organization for effective decision making.

Prerequisite:

A student is expected to have basic math proficiencies.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Accounting: Need of Accounting, Users of Accounting Information, Accounting Principles, and Rules of Accounting, Accounting equation.	06
2.	Accounting Mechanics: Accounting cycle, Preparation of Journal, Ledger, Trial balance and Final Account.	06
3.	Depreciation: Meaning of Depreciation, Need for Depreciation, Objectives for providing depreciation, Straight-line method, Reducing balance method.	06
4.	Preparation of Financial Statement: Objectives of Financial Statements, Preparation of Financial Statement: Income Statement, Statement of Sources of Fund and Application of Funds.	06
5.	Analysis of Financial Statement: Purpose and Objectives of Financial Statement Analysis, Tools of financial statement analysis, Comparative statement, Common size statement, Trend percentage and Ratio analysis.	06





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6.	CVP Analysis: Decision making process, Cost-Volume-Profit (CVP) relationship, Statement of profit, Contribution, Profit Volume Ratio, Break Even analysis, Advantages and uses of Break-Even analysis, Assumptions of Break-Even analysis, Margin of Safety, Angle of Incidence.	06
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References

Text Books:

- CA C. Rama Gopal, Accounting For Managers, New Age International Publishers

Reference Books:

- Dr. J.C. Varshney, Financial Accounting, Wisdom Publications, Delhi
- H.J.Ghosh Roy & A.K. Singhal, Accounting for Managers, Vayu Education of India
- Paul Kimmel, J. Weygandt, D. Kieso, Financial Accounting, Wiley India
- Bhushan Kumar Goyal and H.N.Tiwari, Financial Accounting, Taxmann Publications Private Limited
- S.N. Maheshwari & S.K. Maheshwari, Problems & Solutions in Advanced Accountancy, Vikas Publishing House Pvt. Ltd., New Delhi
- M.C. Shukla, T.C. Grewal & S. C. Gupta, Advanced Accounts, S. Chand Publishers





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Class:- First Year M.B.A.	Semester-I
Course Code: MGC1074	Course Name: Legal & Business Environment

L	T	P	Credits
2	-	-	2

Course Description:

This course systematically explores the external environment in which businesses operates – Legal & Regulatory, macroeconomic, cultural, political, Technological and natural. Additionally, the course will examine the critical opportunities and threats that arise from an analysis of external business conditions. Students will apply scenario planning to a selected industry and synthesize trends in the external environment of risk and uncertainty. There is an increasing trend in the law to make managers personally liable for breaches of the law by their business. The course will help managers identify areas of legal liability and risk and suggest how to minimize legal risk.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Analyze the dynamics of the business environment and its impact on the functioning of the business.
2. Exhibit the understanding of essential laws that have a bearing on the conduct of business in India.
3. Evaluate the strategies adopted by the firm to deal with the various environmental factors
4. Develop an understanding of Internal and External factors of the business environment.

Prerequisite:

Basic understanding of Business Environment, Market and Business Laws.

Course Content

Unit No	Description	Hrs.
1.	Theoretical Framework of Business Environment: Concept, nature of business and its environment, Factors affecting business and their interactions, Environmental Scanning and monitoring.	04
2.	Dynamics of Business Environment: Industrial policy, Five year planning - FDI- Fiscal and Monetary Policies, EXIM policy, NITI Ayog responsibilities and functions.	04
3.	Introduction to Business Laws: Consumer protection act-2019, Information Technology Act-2000, Intellectual property rights. Environmental law-National Green Tribunal Act, Air and water pollution.	04
4.	Fundamentals of contract laws: Nature and types of Contracts, Discharge of contract, Essential elements of valid contract. breach of contract, Quasi contracts, offer and acceptance, Agreement, Bailment, Pledge, Guarantee and Indemnity.	04





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5.	Financial Environment: Components of Indian financial system, Overview of RBI, IRDA & SEBI, Financial Market structure-Money and Capital Market.	04
6.	International & Technological Environment: Role, forms and sources of Foreign Investments in India, Multinational Corporations, Foreign Collaborations, International Institutes Overview of WTO, IMF, World Bank. E-commerce, Electronic Banking, and Franchise Business.	04

References

Text Books:

- K.R.Bulchandani; Business Law for Management Himalaya Publishing House Private Limited.
- Avtar Singh; Business Law; Eastern Book Company.
- K. Aswathappa Essentials of Business Environment Himalaya Publishing House Private Limited.

Reference Books:

- Paul, Justin. Business Environment: Text and Cases, New Delhi: McGraw Hill Education
- Saleem, Shaikh. Business Environment, New Delhi: Pearson Education (Dorling Kindersley)
- Fernando, A.C. Business Environment; New Delhi: Pearson Education (Dorling Kindersley)





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Class:- First Year M.B.A.	Semester-I
Course Code: MGC1094	Course Name: Marketing Management

L	T	P	Credits
3	-	-	3

Course Description:

Planning of alternative marketing strategies is crucial to successfully managing a business enterprise. Students have the opportunity to learn latest marketing management techniques currently being used in the business environment. Which enables students to make better marketing management decisions. Marketing keeps students in touch with the customers it serves two important purposes namely earning the revenue and constantly help the organization evolve according to the customer needs, thereby ensuring organizational sustainability. Objective of the course is to familiarize students with the basic concepts and principles of marketing, and help them in understanding the basic marketing language.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Identify core concepts of marketing and the role of marketing in business and society.
2. Develop marketing strategies based on product, price, place and promotion objectives.
3. Design an integrated marketing communications plan which includes promotional strategies.
4. Analyze consumer data to make informed marketing decisions.
5. Evaluate marketing problems and provide solutions based on a critical examination of marketing information

Prerequisite:

Basic Understanding of Marketing concepts and Markets.

Course Content

Unit No	Description	Hrs.
1.	Understanding Marketing Management: Introduction, Definition, Marketing for new realities. The value of marketing, The scope of marketing, Core concept of marketing, Company orientation towards market place.	06
2.	The Market Environment: Introduction, Environmental Analysis, Techniques for Environmental Scanning, Competition Analysis, Marketing Planning, Marketing Research.	06
3.	Connecting with Customer: Introduction, Buyer-An enigma, factors influencing consumer behavior. Key psychological processes, the buying decision process, organizational buying. Tapping into global market.	06
4.	Marketing Mix (Product & Price): 4P's of Marketing mix, 4A's of Marketing mix (Acceptability, Affordability, Accessibility and Awareness), Setting of Product Strategy, Designing and	06





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	Managing Services, introducing new product offerings, Developing pricing strategies and programs.	
5.	Marketing Mix (Place & Promotion): Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Retailers and wholesalers. Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness	06
6.	Segmentation, Targeting and Positioning the Market (STP): Introduction, Need of Segmentation, Bases of Segmentation, how to Segment the Market, Targeting Strategies, Positioning and its Types.	06

References

Text Books:

- Philip Kotler, Kevin Lane Keller, “Marketing Management” Pearson Publications
- Rajan Saxena, “Marketing Management”, The McGraw-Hill Companies Publication

Reference Books:

- Vijay Prakash Anand, “Marketing Management, An Indian Perspective” Wiley India Pvt. Ltd.
- Joel R. Evans, Berry Berman - “Marketing Management”.
- James C. Anderson James A. Narus Das Narayandas, Business Market Management: Understanding, Creating, and Delivering Value, Prentice Hall.
- Stephen Wunker, Capturing New Markets: How Smart Companies Create Opportunities Others Don't, McGraw-Hill Education.





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Class:- First Year M.B.A.	Semester-I
Course Code: MGC1114	Course Name: Organizational Behaviour

L	T	P	Credits
3	-	-	3

Course Description:

This course integrates the study of human behavior within organizations. The focus will be upon translation of organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. This course will provide a good foundation for students intending to study in any major, as the main objective of this course is to provide students with the essential content and experiences they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future. By taking the course students will understand themselves and other people at work and will be able to learn how to create effective work groups.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Apply the conceptual foundation and theories of organizational behaviour.
2. Analyze job attitudes and their impact on employee behavior.
3. Evaluate various theories of motivation.
4. Develop coordination and teamwork in the organization.
5. Apply Leadership styles and conflict management strategies for development of Organization.

Prerequisite:

Basic understanding of human skills.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Organizational behavior: Definition, Nature and Importance Historical Background of Organizational Behaviour - Relationship between Organizational Behaviour and the individual, Contemporary Issues in Organizational Behavior. Organizational behavior models	06
2.	Perception, Learning and Attitude: Importance and factors influencing Perception, Interpersonal Perception - Learning - Classical, Operant & Social Cognitive Approaches, Managerial Implications - Emotions - Emotional Intelligence - Attitudes - Values and Attitudes, Behaviour Relationship - Sources, Components of Attitude - Relationship Between Behaviour and Attitude - Job Attitude - Barriers to Change Attitude	06





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3.	Personality & Motivation: Personality – Types-Factors Influencing Personality Theories – Trait Theories – Big Five Personality Model - Significant Personality Traits Suitable to the Workplace (Personality & Job Fit Theory) Personality Test & Their Practical Applications - Motivation – Definition & concept of Motive & Motivation-Theories of Motivation - Contemporary Theories – Equity Theory of work motivation	06
4.	Group dynamics and Team building: Groups and work teams, Group behavior, Group formation and development, Factors influences on group effectiveness, cohesiveness, Work Teams, Empowerment and self-managed teams, Decision Making by Individuals and Groups- decision-making process, Models and limits of decision making, Participation in decision making	06
5.	Leadership and Power: Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers. • Sources of power – Power centers – Power and Politics. Causes and Consequences of political behavior, Managing political behavior.	06
6.	Dynamics of Organizational Behavior: Organizational culture and climate – Factors affecting organizational culture, Organizational change–the change process – Resistance to change – Managing change.: Conflict process, Sources of conflict, strategies to resolve conflict. Causes and effects of Stress, Coping strategies of Stress.	06

References

Text Books:

- Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice - Hall, New Delhi.

Reference Books:

- Fred Luthans, Organizational Behavior, McGraw-Hill, New York
- New storm, John W., Organizational Behaviour: Human Behavior at work, Tata McGraw-Hill Pub. Co. Ltd. New Delhi.
- John R. Schermerhorn, Jr. James G. Hunt, Richard N. Osborn., Organizational Behaviour, Wiley India Pvt. Ltd.
- Keith Davis Organization Behavior at Work, Mc Graw Hill
- Udai Pareekh Understanding organizational behaviour by Udai , Oxford press





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Class:- First Year M.B.A.	Semester-I
Course Code: MGC1134	Course Name: Quantitative Analysis

L	T	P	Credits
3	-	-	3

Course Description:

This course introduces students to the basic statistical concepts and methods employed in solving management problems. It develops students' ability to organise, describe, analyse and present data. Statistical reasoning and methods can help Management students to become efficient at obtaining information and making useful conclusions. It also course aims at building capabilities in the students for analyzing different situations in the industrial/ business scenario involving limited resources and finding the optimal solution within constraints.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Summarize data visually and numerically.
2. Generate mathematical models of business scenarios
3. Apply basic mathematical, statistical, and optimization tools.
4. Demonstrate analytical skills for solving business problems.
5. Interpret results from decision-making perspectives

Prerequisite:

Basic mathematical knowledge.

Course Content

Unit No	Description	Hrs.
1.	Descriptive Statistics for Management: Descriptive statistics: Graphical representation of data, types of graphs, Measures of Central Tendency, Arithmetic mean, Mode, Median, Measures of dispersion-standard deviation, Coefficient of variation.	06
2.	Inferential Statistics: Karl Pearson's coefficient of correlation, Spearman's rank correlation Coefficient, applications and interpretations Regression Analysis: Regression Lines, Equations and Coefficients.	06
3.	Introduction to Operations Research: OR and managerial decision making, OR applications in industrial and non-industrial fields. Linear Optimization Models: formulation of linear programming problem, graphical solution, application of LP model in different functional areas of management	06
4.	Allocation Problem models: Transportation problems: formulation, methods of finding initial solution North West Corner Rule, Least Cost Method and Vogel's Approximation Method Assignment problems: formulation, methods of solution, Hungarian method, unbalanced problems	06





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5.	Simulation: Advantages and limitations of the simulation technique: generation of random numbers, Monte, Carlo simulation, applications in maintenance and inventory management.	06
6.	Decision Making Environments: Decision Making under Certainty, Uncertainty and Risk Situations, Decision Tree approach and its Applications, Concept of Business Analytics: Meaning, Types, Application of Business Analytics	06

References

Text Books:

- S. C. Gupta, Fundamentals of statistics, Himalaya Publishing House
- V. K. Kapoor, Operation Research

Reference Books:

- Cooper and Schindler, Business Research Methods, McGraw-Hill Education.
- Andy Field, Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0, SAGE Publications.
- Eric Siegel, Thomas H. Davenport, Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die,, Wiley India Pvt Ltd.





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Class:- First Year M.B.A.	Semester-I	L	T	P	Credits
Course Code: MGC1154	Course Name: Indian Ethos and Business Ethics	2	-	-	2

Course Description:

Develop understanding of the Long-term implications of ethical decisions discussed along with the Indian ethos and value system. Develop the ethical component of Bharatiya management system. Understanding the ancient Indian wisdom and Knowledge from sources like Upanishads and Bhagavad-Gita. Review on Value oriented management system can be established with the help of Indian ethos. To ensure all round development. To ensure all round development growth and prosperity i.e. , productivity, marketing, profitability.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Interpret the variable values in morality
2. Discuss strategies for maximizing personal growth and productivity of employees.
3. Apply value-based management and ethical practices in all functional areas of management
4. Develop ethical decision-making capabilities
5. Identify and practice the way of righteousness in the Indian mythological literature

Prerequisite:

Basic understanding of Moral Values

Course Content		
Unit No	Description	Hrs.
1.	Indian Ethos – An Overview: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices	04
2.	Work Ethos and Values: Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Values Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change. Impact of Values on Stakeholders, Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture	04
3.	Proactivity: Four human gifts (endowments), proactivity and stimulus and response, taking initiatives, language of reactive and proactive people, circle of influence and circle of concern,	04





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4.	Personal Management: Introduction of Personal Management, the power of independent will, four classes or quadrants of activities, what it takes to say "no", the quadrant tool, living in quadrant, delegation: increasing p and pc, the quadrant paradigm	04
5.	Business Ethics: Ethics and Business Ethics, Importance of Business Ethics , Approaches: Consequentialist theories, Deontological theories, and Virtue theory approach ,Process of ethical decision-making in business, Individual differences and ethical judgement, Cognitive barriers to a good ethical judgement, Whistle Blowing	04
6.	Management Lessons from Scriptures (Case Studies): Management Lessons from Vedas, Mahabharata, Holly Bible & Quran. Kautilya's Arthashastra Indian Heritage in Business Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management	04

References

Text Books:

- Tushar Agarwal and Nidhi Chandorkar ,Indian Ethos in Management, Himalaya Publication.
- Csv Murthy ,Business Ethics Text & Cases ,Himalaya Publishing House.

Reference Books:

- John Fraedrich, O. C. Ferrell, Business Ethics: Ethical Decision Making & Cases Paperback – Cengage Learning
- Ethics and the Conduct of Business, By John R. Boatright & B.P. Patra, Pearson
- Business Ethics: Concepts and Cases by Manuel G. Velasquez, Pearson.
- The Difficulty of Being Good on the subtle art of Dharma, by Gurucharan Das, Penguin India
- What Money Can't Buy: The Moral Limits of Markets, By Michael Sandel, Penguin UK





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Class:- First Year M.B.A.	Semester-I	L	T	P	Credits
Course Code: MGC1194	Course Name: Business Communication Lab	-	-	2	-

Course Description:

This course provides a concise, practical guide to communicating effectively in the world of business. This course offers a direct, concrete approach and an opportunity for hands-on application of effective communication strategies. It includes a review of business letters, formal and informal reports, and oral presentation. There is discussion on other strategies in the flow of communication with an emphasis on verbal and non-verbal cues.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Develop business letters in a proper, formal format.
2. Demonstrate the methods of oral presentation both in a formal and informal environment.
3. Identify the importance of communication related to securing employment.
4. Apply various communication tools for communicating effectively in business world.

Prerequisite:

Basic Understanding of English.

Course Content

Unit No	Description	Hrs.
1.	Communication: Meaning, Importance & objectives - Principles of communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective communication.	04
2.	Written Communication: Business Letters-Types, inquiries, Circulars, Quotations, Orders, Acknowledgments, Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence.	04
3.	Letter writing: Application Letter, Bio-data, Interview Letters, Letter of Reference, Letter of Appointments, Confirmation, Promotion, Retrenchment, Resignations.	04
4.	Report writing: Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee. Meetings – Notice – Agenda, Resolution & minutes.	04
5.	Oral Communication: A) Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. Group	04





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	discussions & Interviews. Nonverbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress Codes.	
6.	Ethics in Communication: Introduction to Ethics in Communication and Digital Communication Ethics in managerial Communication- Business communication, Digital communication - Application of Electronics media & communications, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, FAX, Writing E-mail.	04

References

Text Book:

- Nageshwar Rao & Rajendra P. Das, Communication Skills, Himalaya Publishing House

Reference Books:

- Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sonson
- Meenakshi Raman & Prakash Singh, Business Communication, Oxford
- R. C. Sharma & Krishna Mohan, Business Correspondence & Report Writing, Tata McGraw Hill
- Ludlow, R. & Panton, F., The Essence of Effective Communications, Prentice Hall of India Pvt. Ltd.





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Class: - First Year M.B.A.	Semester-I
Course Code: MGC1214	Course Name: Microsoft Office Specialist

L	T	P	Credits
-	-	2	1

Course Description:

Students will receive training in word processing skills including creating, editing, and formatting documents as well as creating tables, columns, graphs, and charts. This course will also serve to develop the students' presentation skills using PowerPoint.

Learning Outcomes:

1. Apply basic formatting, data entry, and presentation techniques.
2. Demonstrate the ability to create, edit, and format documents, spreadsheets, and presentations.
3. Apply appropriate functions and commands to perform tasks.
4. Identify the interface and navigation elements of each Microsoft Office application.
5. Design comprehensive and professional-quality documents, spreadsheets, and presentations.

Prerequisite:

Familiarity with using a computer, including understanding how to use a keyboard and mouse.

Course Content

Unit No	Description	Hrs.
1.	Create and manage worksheets and workbooks: Create worksheets and workbooks, Format & Manage worksheet attributes, Manage rows and columns, Customize options and views for worksheets and workbooks, Customize the Quick Access Toolbar Modify the display of worksheets, Modify document properties, Configure worksheets and workbooks for distribution, Save workbooks in alternative file formats , Set print scaling, Print sheet elements	04
2.	Manage data cells and ranges: Insert data in cells and ranges, Create data, Format cells and ranges, Summarize and organize data, Format cells based on their content, Insert spark lines, Outline data and insert subtotals	04
3.	Perform operations with formulas and functions: Summarize data by using functions, Reference cells and cell ranges in formulas Define order of operations, Perform calculations by using functions, Perform conditional operations by using functions, Format and modify text by using functions	04





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4.	Create charts and objects: Create charts, Format charts, Objective, Insert and format objects, Insert text boxes and shapes, Insert images, Provide alternative text for accessibility	04
5.	Microsoft Word: Create a Document, Navigate Through a Document, Format a Document, Customize Options and Views for Documents, Print and Save Documents, Insert Text and Paragraphs, Format Text and Paragraphs, Order and Group Text and Paragraphs, Create a Table, Modify a Table, Create and Modify a List, Create and Manage Reference Markers, Create and Manage Simple References, Insert Graphic Elements, Format Graphic Elements, Insert and Format SmartArt Graphics	04
6.	Microsoft Power Point: Create a Presentation, Insert and Format Slides, Modify Slides, Handouts, and Notes, Order and Group Slides, Change Presentation Options and Views, Configure a Presentation for Print, Configure and Present a Slide Show, Insert and Format Text, Insert and Format Shapes and Text Boxes, Insert and Format Images, Order and Group Objects, Insert and Format Tables, Insert and Format Charts, Insert and Format SmartArt graphics, Insert and Manage Media, Apply Slide Transitions, Animate Slide Content, Set Timing for Transitions and Animations, Merge Content from Multiple Presentations, Finalize Presentations	04

References:

Lab Manual





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Class:- First Year M.B.A.	Semester-II
Course Code: MGC1024	Course Name: Corporate Finance

L	T	P	Credits
3	-	-	3

Course Description:

The goal of this course is to develop the analytical skills for making corporate investment with regards to financial decisions. This course is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing. This course will also explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Discuss important aspects of raising and managing Finance.
2. Prepare various financial statements for effective decision making.
3. Apply financial theory for taking financing, investment and liquidity decisions.
4. Evaluate different proposals by applying various financial techniques.

Prerequisite:

Basic Knowledge of Accounting and Preparation of Financial Statements.

Course Content		
Unit No	Description	Hrs.
1.	Introduction to Financial Management: Concept of Finance, Meaning of Financial Management, Nature and Scope of Financial Management, Goals of Financial Management, Finance Functions, Emerging Role of the Finance Manager.	06
2.	Sources of Finance & Cost of Capital: Long Term & Short Term Sources of Finance. Significance of the Cost of Capital, Cost of Different Sources of Finance- Cost of Equity Capital, Cost of Retained Earnings, Cost of Preferred Capital, Cost of Debt, Weighted Average Cost of Capital.	06
3.	Designing Capital Structure: Meaning, Factors to be considered while framing capital structure, Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional theory, Modigliani and Miller approach.	06
4.	Capital Budgeting: Nature and Significance of Capital Budgeting, Techniques of Capital Budgeting – Pay Back Method, Accounting Rate of Return, Net Present Value, Profitability Index and Internal Rate of Return	06





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5.	Working Capital: Nature and Need of Working Capital, Operating Cycle of Working Capital, Determinants of Working Capital, Estimation of Working Capital	06
6.	Financial Modeling: Introduction, Use of Financial modeling, Importance of Financial models, Users of financial modeling, Steps to build financial model in Excel, Financial modeling tools.	06

References

Text Books:

- M. Y. Khan & P. K. Jain, Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Reference Books:

- Robert Parrino & David Kidwell, Corporate Finance, Wiley India.
- Richard Brealey, Stewart Myers, Franklin Allen & Pitabas Mohanty, Principles of Corporate Finance, The McGraw-Hill Publishing Company Ltd.
- Stephen Ross, R. W. Westerfield, J. Jaffe & R.K. Kani, Corporate Finance, Tata McGraw-Hill Publishing Company Ltd., New Delhi
- Dr. Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Company Limited.
- I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi
- V. K. Bhalla, Financial Management, Anmol Publications Pvt. Ltd.,





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Class:- First Year M.B.A.	Semester-II
Course Code: MGC1044	Course Name: Operations Management

L	T	P	Credits
3	-	-	3

Course Description:

Operations management was identified a service sector became more prominent. Rapid changes in technology has posed numerous opportunities and challenges which have resulted in enhancement of manufacturing capabilities through new materials, facilities, techniques and procedures. Hence, managing a service/production system has become a major challenge in the global competitive environment. Operations Management leads the way for the organizations to achieve its goals with minimum effort. Activities in operations management includes selecting and designing new products, selecting process, arranging layouts, locating facilities, measuring performance, controlling quality, scheduling work, managing inventory and planning production activity etc..

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Demonstrate fundamentals of operations management in a firm.
2. Take decisions related to facility locations & layout.
3. Analyze different aspects relating to designing & developing processes.
4. Apply various aspects in operations planning and control.
5. Illustrate various modern practices in operations management.

Prerequisite:

Basic understanding of production activity, production process, inventory, quality of the product etc.

Course Content

Unit No	Description	Hrs.
1.	Understanding Production and Operations Management: Introduction to production management, Functions and role of production manager, Production systems, Overview of operations management, Operations management – systems perspective, Challenges in operations management, Current priorities for operations management	06
2.	Facilities Location & Layout Planning: Location decision, Factors affecting on location decision, Location planning methods, Factor rating method, Point rating method, Break even analysis, Facility Layout, Layout Planning, Types of Layouts, Service Facility Layouts, Technological issues in process design	06
3.	Designing Operations: Product life cycle, Stages of Product Life Cycle, Product development process, process as a unit of measurement in operations, Analyzing processes, Business Process Reengineering (BPR), Process redesign using Business Process Reengineering (BPR)	06





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4.	Planning and Control of Operations: Demand forecasting, Aggregate production planning, Master production scheduling, Materials Requirement Planning (MRP), Capacity Requirement Planning (CRP), Distribution Requirement Planning (DRP)	06
5.	Inventory Planning & Control: Managing inventory, Types of inventories, Inventory costs, Inventory controlling techniques – Case problems on EOQ Analyses, ABC Analysis Inventory models- deterministic and probabilistic models	06
6.	Current trends in Operations Management: Total Quality Management, JIT Manufacturing, Lean Management, Six Sigma, Supply Chain Management, Green Manufacturing, Industry 4.0, Robotics and Automation, Current trends in operations management	06

References

Text Books:

- B. Mahadevan, "Operations Management – Theory and Practice", Pearson India Education Services.

Reference Books:

- Norman Gaither & Greg Frazier, "Operations Management", Cengage Learning Pub
- S. N. Cherry "Production & Operations Management", Tata McGraw-Hill Education Pvt. Ltd. New Delhi
- Russel, R. S., & Taylor, B. W., "Operations Management". New Delhi: John Wiley & Sons Publications.
- Joseph G. Monks, "Operations Management: Theory and Problems", Mcgraw Hill Publications
- Dr. Martand Telsang, "Industrial Engineering and Production Management", S. Chand & Company, New Delhi





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Class:- First Year M.B.A.	Semester-II
Course Code: MGC1064	Course Name: Human Resource Management

L	T	P	Credits
3	-	-	3

Course Description:

This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, HR policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Identify the key features and roles of HRM within an organization.
2. Apply various HRM functions to support employee development and performance.
3. Evaluate the impact of HRM policies and practices on organizational performance.
4. Design training and development programs to enhance employee skills and career growth.
5. Analyze financial compensation benefits and their impact on productivity and morale.

Prerequisite:

Basic understanding of English & human Skills.

Course Content

Unit No	Description	Hrs.
1.	Human Resource Management: Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. SHRM: Importance and nature. HRM Models :Harvard Model, SHRM "matching model"	06
2.	Recruitment and Selection: Human Resource Information System [HRIS] - Manpower Planning - Selection - Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy	06
3.	Human Resources Development: Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Separation, Retention	06
4.	Financial Compensation: Wage Salary differentials, Productivity and Morale, Principal Compensation Issues & Management, Job Analysis, Job Evaluation, Incentives & Fringe benefits, Quality of Work Life.	06
5.	Building Relationships: Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in	06





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	Management , Recent trends in Human Resource Management.	
6.	HR Analytics: HR Analytics and Changing Role of HR Professionals, Benefits of HR Analytics, Big Data Era in HR Analytics, Models of HR Analytics, Predictive tools and Applications in solving problems using HR analytics.	06

References

Text Books:

- George W. Bohladender, Scott a Snell Principles of Human resource Management Cengage learning

Reference Books:

- D'Enzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.
- Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall
- Garry Dessler Human resource management Prentice Hall
- Pravin Durai Human Resource Management Pearson
- Michael Armstrong Human Resource management Kogan page
- Cynthia D. Fisher ,Lyle F. Schoenfeldt , James B. Shaw Human resource management Cengage learning.





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Class: - First Year M.B.A.	Semester-II	L	T	P	Credits
Course Code: MGC1084	Course Name: Business Research Methods	2	-	1	3

Course Description:

Business Research Methods introduces students to the nature, scope, and significance of research and research methodologies. Additionally, the course studies primary and secondary research methods with applications to specific problems, using qualitative and quantitative designs for individual investigation on current problems within a student's area of interest.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Apply principles of research to identify the business research challenges.
2. Analyze the research problem for further research processes.
3. Illustrate the ability to implement data- driven decision-making using research techniques.
4. Use appropriate statistical tools for data analysis and data interpretation for meaningful outcomes
5. Create the research report comprises of all ethical parameters of research using international techniques defined.

Prerequisite:

Basic knowledge of Statistics

Course Content

Unit No	Description	Hrs.
1.	Introduction to Business Research: Research in Business, The Research Process: An Overview types of research, Clarifying the Research Question through Secondary Data and Exploration, Literature review, Ethics in Business Research	06
2.	The Design of Business Research: Research Design: An Overview , Qualitative Research 'design ,Observation Studies , Experimental research design ,Surveys, Planning Real field study survey design	06
3.	The Sources and Collection of Data: Measurement & scaling techniques, Schedule and questionnaire, Construction of schedule and questionnaire align with objectives framed	06
4.	Census and Sampling: Census , Probability and non- probability sampling ,Determining Sample Size , Data Preparation and Description, Describing Data Statistically ,Normality of data Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non	06





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	Sampling errors	
5.	Hypothesis Testing: Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis ('t' test, Chi- Square test, F test) Hypothesis – Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level	06
6.	Report Writing: Presenting Insights and Findings, Important aspects of Written Reports, Oral Presentations, synopsis preparation and Final report compilation.	06

References

Text Books:

- Saunders, Lewis and Thornbill, Research Methods for business students, Pearson Publications, Fifth edition.

Reference Books:

- Cooper and Schindler, Business Research Methods, McGraw Hill Publications
- Andy Field, Discovering Statistics using IBM SPSS Statistics 4e + SPSS Version 22.0, SAGE Publications
- Alan Bryman, Emma Bell, Business Research Methods, Oxford University Press,
- William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Business Research Methods, 9th Edition, Cengage Learning,
- Rajendra Nargundkar, Marketing Research: Text and Cases, McGraw Hill Education India Private Limited
- Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education





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Class: - First Year M.B.A.	Semester-II
Course Code: MGC1104	Course Name: Managing for Sustainability

L	T	P	Credits
2	-	-	2

Course Description:

This course will investigate the productive processes transformations in the era of the 4.0 industrial revolution. This course covers the different perspectives of CSR: the historical evolution of the CSR theory, the relation between the impact theory and practice and the return for the society in terms of economic, social and environmental sustainability, the role of the stakeholders and the new configurations of the peer value, the corporations and the social enterprises and the challenge of the measurement, analysis of the sustainability of the new forms of value creation: sharing, collaborative and circular economy, the shift towards the Corporate Social Desirability. It also covers the major aspects of corporate governance: Codes and practices, major corporate governance failures etc.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Discuss open issues concerning the future evolution of corporate governance in the context of globalization.
2. Analyze the impact of CSR implementation on corporate culture.
3. Demonstrate a multi –stakeholder perspective in viewing CSR issues.
4. Evaluate the concept of corporate governance.

Prerequisite:

Basic understanding of corporate social responsibility.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Corporate Social Responsibility: Meaning of CSR ,CSR and the law of economics, , The evolving role of stockholders, Moral and economic arguments for CSR, Corporate response to citizen demands via CSR.	04
2.	CSR and Triple bottom line: CSR through triple bottom line ,Need for CSR and its benefits to organizations; triple green rating, Vienna convention, Montreal protocol, Kyoto protocol.	04
3.	Conceptual Foundations of CSR: Three main theories of the firm, Drivers of CSR in India, review of successful corporate initiatives & challenges of CSR.	04
4.	Conceptual Framework of Corporate Governance: Overview of corporate governance and its relation to sustainability of organizations, Ancient and Modern Concept, Beneficiaries of Corporate Governance, Stakeholder vs Shareholder approach, and changing role of Institutional Investors	04





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5.	Corporate Governance, Codes and Practices: Major Expert Committees' Reports-India (including Naresh Chandra Report) and Abroad, Study of Codes of Corporate Governance, Joint Ventures, Case Studies on Corporate business ownership structure, Public Vs Private Sector, National and International	04
6.	Major Corporate Governance Success & Failures: Cases of Corporate Success- Ola cabs, Oyo Rooms, Swiggy. Cases of Corporate failures- Punjab National Bank (India), Satyam computer services ltd (India); Sahara (India); Paytm.	04

References

Text Books:

- Corporate Social Responsibility in India, Sanjay K Agarwal
- Mallin, Christine A. Corporate Governance (Indian Edition), Oxford University Press, New Delhi.

Reference Books:

- Corporate Social Responsibility: An Ethical Approach -Mark S. Schwartz Handbook on Corporate Social Responsibility in India, CII.
- Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi
- Mastering Business In Asia: Corporate Governance peter Wallace ,John Zinkin ,John Wiley & Sons





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Class:- First Year M.B.A.	Semester-II
Course Code: MGC1124	Course Name: Management Information System

L	T	P	Credits
2	-	1	3

Course Description:

Students acquire the basic knowledge and skills needed to effectively utilize information systems and technology in support of organizational strategy. Topics include an introduction to information systems in organizations, Decision Support Systems, Group decision support systems (GDSS), Strategic Role of Information Systems and Building Information Systems, Information System Success and Failure, MIS Working and Practical Exposure.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Explain the role and significance of management information systems in business.
2. Apply decision support tools within information systems to address and resolve business challenges.
3. Analyze the factors that contribute to the success or failure of information systems.
4. Evaluate the implementation of information systems to determine their effectiveness.
5. Demonstrate the better usage of e-business, e-governance, AI etc. in business operations.

Prerequisite:

The basic knowledge of computer is required.

Course Content

Unit No	Description	Hrs.
1.	Management Information Systems: Management Information Systems, Need, Purpose and Objectives, Goals of MIS; Information and Data; Limitations of MIS; Characteristics of MIS. Difference between computer literacy and information system literacy.	04
2.	Decision Support Systems: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; decision support systems (DSS), understanding DSS, Characteristics, components, Model of Decision Making - Herbert Simon's Models, Expert Systems.	04
3.	Group decision support systems (GDSS): Concept, characteristics, how GDSS can enhance group decision-making? Executive support systems (ESS), Role of ESS in the organization, developing ESS, benefits of ESS.	04
4.	Introduction to Enterprise Management Technologies: Business Process Reengineering, Total Quality Management and Enterprise Management System viz. ERP, SCM, CRM and E-commerce.	04





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5.	Information System Success and Failure: Major problem areas in information system, causes of information system success and failure, Principle causes of information system failure.	04
6.	New IT initiatives: e-business, e-governance, Data Visualization, Cloud Computing, Artificial Intelligence	04

Practical:		
Sr. No	Description	Hrs.
1.	Major types of information system in organization, enhancing management decision making,	02
2.	GDSS - GDSS can enhance group decision-making & ESS - benefits of ESS, examples	02
3.	Models of Decision Making - Herbert Simon's Models	02
4.	Major problem areas in information system – any 5 examples	02
5.	Business intelligence, process management, systems development and security	02
6.	Success story of information systems- Prepare report on three companies success story	02

References
Text Books:
- Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane P. Laudon, Pearson Education, Limited - James O'Brien, Management Information System, Galgotia Publications Pvt. Ltd.
Reference Books:
- Management Information Systems, Jawadekar. W.S., Tata McGraw Hill. - Management Information Systems, Laudon and Laudon.





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Class:- First Year M.B.A.	Semester-II
Course Code: MGC1144	Course Name: Strategic Management

L	T	P	Credits
3	-	-	3

Course Description:

Strategic management focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students learn about corporate and business planning and the implementation of organizational change through structures, systems and people. The approach adopted includes lectures, case analyses and action learning through group efforts.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Comprehend the basic concepts and principles of strategic management
2. Analyze the competitive situation and strategic dilemma in dealing with dynamic business environment
3. Demonstrate the knowledge and abilities in formulating strategies and strategic plans
4. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.
5. Evaluate competitive dynamics and market conditions to take informed strategic decisions.

Prerequisite:

Basic understanding of management concept, management function, organization structure, external and internal environment of organization.

Course Content

Unit No	Description	Hrs.
1.	Introduction: Strategy, Fundamentals of Strategy, Evolution of Strategy, Scope and Importance of Strategy; Strategic Management-Need, scope, key features. Strategic management process, Role of Strategists in Decision Making, strategists at various management levels, Limitations of Strategic Management; Vision, Mission, Goals and Objectives.	06
2.	Levels and Types of Strategy: Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies; Business level strategies, Cost leadership, Differentiation and focus business Strategy. Growth Strategy, Diversification Strategies, Vertical Integration Strategies. Functional Level Strategies.	06
3.	Environmental analysis: External environmental analysis- Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP);	06





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	Internal environmental analysis- Resource based view of a firm, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, competitive advantage, competitive parity & Competitive disadvantage, Core Competence.	
4.	Strategy Formulation: Tools for strategic formulation- SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix.	06
5.	Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Organization structure- entrepreneurial, functional, divisional, SBU, Strategic leadership, Corporate culture, Mintzberg's 5 Ps, Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework.	06
6.	Strategic Evaluation and Control: Overview, Strategic Evaluation Process, Importance of Evaluation and Control, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalization strategies.	06

References

Text Books:

- Thomas L. Wheelen and J. David Hunger, Concepts in Strategic Management and Business Policy", Pearson Education.

Reference Books:

- F.R. David, "Strategic Management", Pearson Education
- Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
- Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill





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Class:- First Year M.B.A.	Semester-II	L	T	P	Credits
Course Code: MGC1164	Course Name: Aptitude Skills-I	-	-	2	-

Course Description:

This course enhance holistic development of students and improve their employability skills. It also improves aptitude, problem solving skills and reasoning ability of the students. It develop skills that enable students to identify quickly the critical issues and logically derived conclusions from written facts or data.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Demonstrate various mathematical principles involved in solving problems.
2. Exhibit strong logical reasoning skills necessary for solving various types of problems encountered in business scenarios.
3. Apply innovative thinking skills to solve problems.
4. Demonstrate the ability to think critically, analyze complex problems, and develop solutions

Prerequisite:

Basic knowledge of mathematics

Course Content

Unit No	Description	Hrs.
1.	Numbers: Classification, Divisibility Rules, Number Series	04
2.	Factorials, Number of Factors, Remainder, LCM & HCF, Percentage	04
3.	Partnerships, Averages, Ratios & Proportions	04
4.	Profit & Loss, Simple Interest & Compound Interest	04
5.	Time & Work, Profit & Loss, Progression	04
6.	Coding and Decoding, Letter Series, Blood Relations, Puzzles.	04

References

Text Books:

- Arun Sharma, "How to Prepare for Quantitative Aptitude for the CAT Common Aptitude Test"

Reference Books:

- Tolley, Harry; Thomas, Ken, "How to Pass Numeracy Tests: Test Your Knowledge of Number Problems, Data Interpretation Tests and Number Sequences", Kogan
- R S Agrawal, Quantitative Aptitude, S Chand and Company,





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Class: - First Year M.B.A.	Semester-II
Course Code: MGC1184	Course Name: Data Analysis

L	T	P	Credits
-	-	2	-

Course Description:

Handling statistical data is an essential part of social sciences research. In this course, Basic concepts and use of statistical software will be introduced. This data analysis course will help to analyze data in software, choose the right descriptive statistics technique, and write up the results of the findings confidently. The course covers everything from entering data into software to interpreting the result and offers an easy step-by-step guide to mastering statistics in software

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Develop proficiency in handling the statistical software and acquisition and organization of data.
2. Analyze data sets using various analytical methods.
3. Develop research base decisions using statistical software
4. Develop decision-making abilities with SPSS and MATLAB software

Prerequisite:

Basic Understanding of Computer, Statistics, and research methods.

Course Content

Unit No	Description	Hrs.
1	Getting Familiar With SPSS , Entering Data By Hand , Using Variable View	2
2	Creating A Data Sheet And Code Sheet	2
3	Creating A Frequency Table ,Creating A Histogram , Creating A Box Plot	2
4	Calculating Mean, Mode And Median	2
5	Calculating Measures Of Spread	2
6	Correlation , Simple Linear Regression	2
7	Chi Square Test & T-test	2
8	ANOVA Introduction and use	2
9	Multivariate Analysis – Principal Component Analysis	2
10	Introduction to MATLAB: MATLAB Commands, MATLAB Desktop and Editor, Array Indexing, Modification and Calculations.	2
11	Visualizing Data: Plot Vectors, Annotate Plots	2
12	Data Visualization Functions, Histograms, Box Plots, Scatter Plots	2

References - Lab Manual





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Program Elective (Any One)

Sr. No.	Course Code	Course Name
1	MGP 1021	International Business
2	MGP 1041	Total Quality Management for Business Excellence
3	MGP 1060	Banking and Insurance
4	MGP 1081	Cross Cultural Study





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Class:- First Year M.B.A.	Semester-II
Course Code: MGP1021	Course Name: International Business

L	T	P	Credits
2	-	-	2

Course Description:

This course provides an overview of the environment, concepts, and basic differences involved in international business. Topics include forms of foreign involvement, international trade theory, governmental influences on trade and strategies, international organizations, multinational corporations.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Describe the foundation of international business.
2. Discuss the business operations of international organizations and multinational corporations.
3. Discuss and apply international trade theory.
4. Analyze forms of foreign involvement.

Prerequisite

Basic knowledge of business environment.

Course Content

Unit No	Description	Hrs.
1.	Globalization and International Business: International Trade: Basic Concepts, Globalization and its Drivers, State of World Economy, International Business	04
2.	National Differences in Political Economy, Culture and Economic Development: Political System and International Business, Legal Systems and International Business, Culture and International Business.	04
3.	International Trade Theories: Trade Theories of Absolute and Comparative Advantage, Heckscher-Ohlin's Theory of Factor Endowment, Modern Theories of International Trade.	04
4.	Foreign Direct Investment: Portfolio investment by Foreign Institutional Investors, Theories of FDI, FDI Flows in India, Historical Context, FDI Policy: Historical Phases, FDI Policy: Different Routes, Factors that attract FDI, Advantages and Disadvantages of FDI	04
5.	International Business Strategy: The Role of Strategy in International Business, Operation of a Firm: Primary v/s Secondary activities, Global Expansion and Profitability of a firm, Alternative Organizational Arrangements for International Operations, Issues of Control, Global Corporate Social Responsibility	04





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6.	Multinational Companies (MNCs) And Entry Strategies: Types of MNCs, Taxonomy of Entry Modes of MNCs, Determinants of Entry Mode Choice in Emerging Nations.	04
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References

Text Books:

- Francis Cherulinam, International Business, Himalaya Publishing House, Mumbai.

Reference Books:

- K. Aswathappa, International Business, Tata McGraw hill Publication.
- P Subba Rao International Business, Himalaya Publishing House, Mumbai.





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Class: - First Year M.B.A.	Semester-II	L	T	P	Credits
Course Code: MGP1041	Course Name: Total Quality Management for Business Excellence	2	-	-	2

Course Description:

The overall purpose of the course is to provide an understanding of the process of managing quality and managing services. The principles of Quality, Quality Assurance, and Total Quality Management will provide an insight into the concepts of Excellence and Best Value and the contribution of quality to strategic management. This course aims to show how all the fundamental disciplines of business intrinsically linked with the concepts of service excellence and quality that are important to the success of any organization. There are many tools and doctrines that can be used for assessing product/service quality and selection of these tools can help in the pursuit of excellence. This course is to provide a valuable perspective for future business managers.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Illustrate the nature, need and scope of total quality management and its relationship with operational and then business excellence
2. Interpret the quality of design, off-line control, losses and costs of quality
3. Examine statistical process control through process capability studies
4. Develop total quality relationship with environment and safety systems.
5. Formulate strategies for managing quality systems in the organization.

Prerequisite

Fundamentals of Operations Management

Course Content

Unit No	Description	Hrs.
1.	Introduction to TQM: Definition of Quality, Dimensions of Quality, Quality Planning, Quality Costs, Basic Concepts of Total Quality Management, Principles of TQM, Quality Council, Quality Statements, Deming Philosophy, Barriers to TQM Implementation	04
2.	TQM Principles: Customer Satisfaction, Customer Perception of Quality, Service Quality, Benefits of Total Quality Management, Continuous Improvement, 5S Technique, Kaizen Technique, The Deming Management Philosophy, The Juran Philosophy	04
3.	Statistical Process Control (SPC):	04





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	The Seven Tools of Quality, Statistical Fundamentals, Measures of Central Tendency, Population And Sample, Normal Curve, Control Charts For Variables and Attributes, Process Capability, Concept of Six Sigma, New Seven Management Tools	
4.	TQM Tools: Benchmarking, Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Total Productive Maintenance (TPM), Concept, Improvement, Needs, FMEA, Stages of FMEA	04
5.	Managing and Organization for Quality: Quality Policy, Quality Objectives, Leadership for Quality, Quality and Organization Culture, Change Management, Team Building, Partnerships,	04
6.	Quality Systems: Need for ISO 9000 and Other Quality System, ISO 9000:2000 Quality System, Elements, Implementation of Quality System, Quality Auditing, ISO 14000, Concept, Requirements and Benefits.	04

References

Text Books:

- K. Shridhara Bhat, Total Quality Management, Text and Cases, Himalaya Publishing House
- Dale H. Besterfield, et al., "Total Quality Management", Pearson Education.

Reference Books:

- Bhote, K. R. The ultimate six sigma: Beyond quality excellence total business excellence. New Delhi: PHI Learning. Faculty of Management Studies, University of Delhi
- Dale, B. G., Van Der Wiele, T., & Van Iwaarden, J. Managing quality. John Wiley & Sons.
- De Feo, J. A., & Barnard, W. W. Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods. New Delhi: Tata McGraw Hill.
- Dale, B. G. Managing quality. UK: Blackwell Publishing.
- Oakland, J. S. Total quality management: Text with cases. Burlington: Butterworth-Heinemann.
- Raghavachari, M., & Ramani, K. V. (Eds.). Delivering service quality. New Delhi: Macmillan.
- Woodside, G., & Aurrichio, P. ISO 14001 auditing manual. New York: McGraw Hill.





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Class:- First Year M.B.A.	Semester-II
Course Code: MGP1060	Course Name: Banking and Insurance

L	T	P	Credits
2	-	-	2

Course Description:

This curriculum aims to furnish students with a comprehensive understanding of banking and insurance. It encompasses crucial topics including banking operations, insurance principles, regulatory frameworks, and more. By imparting this knowledge, the course empowers students with the essential expertise to thrive in the industry. Moreover, it has been updated to reflect the notable shifts in the Indian financial landscape, incorporating advancements in products and technology that have transformed the sector.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Discuss the fundamentals of Banking and Insurance.
2. Explain role of regulatory authority in banking and insurance sector.
3. Analyze various aspects concerning technology in banking.
4. Discuss various types of banking and insurance and its role in development of the economy.

Prerequisite:

Awareness about various financial products.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Banking: Definition of Banks, Types of Banks, Principles of Banking, Banking System in India, Overview of RBI, Public, Private, Co-operative, Payment Bank, Regional Rural Banks, Emerging trends of banking - Universal banking, electronic banking, globalization of banking.	04
2.	Commercial Banking: Definition and meaning of Commercial Bank, Evolution of Commercial Banking in India, Functions of Commercial Bank, Services offered by Commercial Bank.	04
3.	Universal Banking and Technology in Banking sector: A) Universal Banking : Concept, Evolution of Universal banking, Services to Government, Payment & Settlement B) Technology in Banking: Features, norms and Limitations of E- banking, Mobile Banking, Internet Banking, RTGS, POS Terminal, NEFT, IMPS, Brown Label ATM's, White Label ATM's, NUUP, AEPS, APBS, CBS, CTS, Digital Signature, MWallets, Online opening of bank account.	04
4.	Introduction to Insurance: Insurance, Definition and nature, Principles of insurance, Purpose & need, Types of insurance, Insurance as a social security tool, IRDA – Importance & role in insurance sector in India..	04





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5.	Insurance contract: Definition, Elements, Insurance documents, Difference between insurance and assurance	04
6.	Life insurance: Life Insurance Corporation of India, Life Insurance products, Types: Endowment plan, Whole life plan, Money back plan, Term Assurance plan, Rider, Post office & Retirement Schemes.	04

References

Text Books:

- Sunil Kumar , Banking and Insurance, Galgotia Publishing Company

Reference Books:

- Gordon, E. and Natarajan, K., Banking Theory, Law and Practice, Himalaya Publishing House
- Natarajan, S. and Parameswaran, R., Indian Banking, New Delhi, S. Chand and Company Ltd.
- M.N and Mishra. S.B,(2014),Insurance Principles and Practice, S. Chand & Company Ltd.
- Periasamy. P, Principles & Practice of Insurance,(2015),Himalaya Publishing House New York





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Class:- First Year M.B.A.	Semester-II
Course Code: MGP1081	Course Name: Cross Cultural Study

L	T	P	Credits
2	-	-	2

Course Description:

This course is about the study of the value systems, thinking patterns, and models of reality that are inherent in different cultures, and cultural differences within and among people and organizations. It includes: the dimensions of culture business and social cultures in organizations, national and ethnic cultures; value systems in different cultures; models of culture in different cultures and the alignment between environment, manager, and culture of environment serving organizations.

Course Learning Outcomes:

On successful completion of the course, students will be able to:

1. Identify the knowledge and sensitivity to other cultures
2. Elaborate their own cultural strengths and weaknesses when working with people from other cultures
3. Analyze the basics of cultural differences.
4. Develop fundamental principles and acquire basic information on ways to build bridges between people from diverse cultures.
5. Evaluate the obstacles to effective communication across cultures

Prerequisite

Basic understanding of various Cultures in the society

Course Content

Unit No	Description	Hrs.
1.	Cross Cultural Studies: Introduction & Overview, Issues and regional differences prevalent in Indian Society and Culture. Ethnography, Migration Studies, Tribal and Folklore Literature, Language Death and Preservation, Oral literature, Material culture, Social customs.	04
2.	Cultural Dimensions: Geert Hofstede's Cultural dimensions. Power Distance, Uncertainty avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, and Long term vs. Short term orientation (Focus on Past, Present or Future)	04
3.	Cultural Theory: Culture Theory (Karl Marks, Max Weber, the Social System, General Theory of Action (AGIL Model), Labeling Theory, Phenomenology, Ethnomethodology, modernity & post-modernity.	04
4.	Policy & making of an egalitarian society: Public Policy, Impact of the developmental processes on the marginalized communities, Rural vs Urban Poverty, Bhagwati vs. Amartya Sen, Income distribution, Social Security.	04





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5.	Social Dimensions: Power & Agency, Identity & Subjectivity, Artifacts, Values, Myth/symbol & semiotics, Assumptions, Gender Studies, Gender Differentiation, Balance between work & family.	04
6.	Women in Leadership: Positions, Glass Ceiling, Patriarchy vs. Matriarchy, Feminism, LGBTQIA in a masculine society, Slavery in Modern times, Child labor.	04

References

Text Books:

- Philip Smith, Alexander Riley, Cultural Theory: An Introduction, Wiley.

Reference Books:

- Barker, Chris. Cultural Studies: Theory and Practice. Los Angeles CA: Sage
- Bordas, Juana. Salsa, Soul and Spirit: Leadership for a Multicultural Age. Barrett-Koehler Publishers.
- Sandberg, Sheryl. Lean In: Women, Work, and the Will to Lead. Knopf Doubleday Publishers.
- Fried, Mindy. Taking Time: Parental Leave Policy and Corporate Culture. Temple University Press.
- Amott, Teresa, and Julie Matthei. "Whatever Your Fight, Don't Be Ladylike: European Women" and "We Specialize in the Wholly Impossible: African American Woman."
- Collins, Patricia Hill. "Toward a New Vision: Race, Class and Gender." In The Meaning of Difference: American Constructions of Race, Sex and Gender, Social Class, and Sexual Orientation. Edited by Karen Rosenblum and T. Travis. McGraw Hill College.
- Connell, R. W. "Sex Role Theory." In Gender and Power. Stanford University Press.



