



K.E.Society's
Rajarambapu Institute of Technology

(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
The Institution of Engineers (India) Kolkata; TEQIP Phase-II Funded,
Approved by AICTE, New Delhi, Govt. of Maharashtra.
Department of Management Studies (MBA)



Date: 02/07/2025

To,
The Dean Academics,
Rajarambapu Institute of Technology,
Rajaramnagar

Subject: Submission of Second Year Syllabus (MBA) NEP Batch for the A Y 2024-26.

Respected Sir,

We are submitting the “**Second Year Syllabus (MBA) NEP Batch for the A Y 2024-26 of Dept. of Management Studies (MBA)**”. Kindly acknowledge.

Thanking You,

Dr. M. V. Jagtap
Secretary-BOS



Warm Regards

Dr. K. S. Patil
Chairperson-BOS

Approved



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 of Business Administration 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			40	----
MGC1034	Managerial Economics	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
MGC1054	Financial Accounting and Analysis	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15				
						ESE	50			40	----
MGC1074	Legal & Business Environment	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			---	----
						ESE	50			40	----
MGC1094	Marketing Management	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15				
						ESE	50			40	----
MGC1114	Organizational Behaviour	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			--	--
						ESE	50			40	----
MGC1134	Quantitative Analysis	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
MGC1154	Indian Ethos and Business Ethics	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15			----	----
						ESE	50			40	----
MGC1194	Business Communication Lab	-	-	2	-	ISE	---	---	--	50	50
MGC1214	Microsoft Office Specialist	-	-	2	1	ISE	---	---	--	50	50
						ESE	---	---		50	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



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			----
MGC1044	Operations Management	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1064	Human Resource Management	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1084	Business Research Methods	2	-	1	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1104	Managing for Sustainability	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1124	Management Information System	2	-	1	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1144	Strategic Management	3	-	-	3	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
	Program Elective	2	-	-	2	ISE	20	40	50	----
						UT1	15			----
						UT2	15			----
						ESE	50			----
MGC1164	Aptitude Skills-I	-	-	2	-	ISE	--	--	--	50
MGC1184	Data Analysis	-	-	2	-	ISE	--	--	--	50
	TOTAL	20	-	06	22					

Total Contact Hours/week : 26

Total Credits : 22

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

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





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)

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 1061	Banking and Insurance
4	MGP 1081	Cross Cultural Study



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

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



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	40	50	----	----
						ESE	50			----	----
	Generic Electives	2	-	-	2	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization I Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization I Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization II Elective Paper (SE) III	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
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

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





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)

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	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization I Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization II Elective Paper (SE) I	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
	Major Subject Specialization II Elective Paper (SE) II	3	-	-	3	ISE	20	40	50	----	----
						UT1	15			----	----
						UT2	15	40	50	----	----
						ESE	50			----	----
MRP2130	Dissertation Phase- I	-	-	20	10	ISE	--	--	--	50	50
						ESE	--	--	--	50	50
MGC2050	Capstone Project	-	-	2	4	ISE	-			100	50
						ESE	-		-	100	50
	TOTAL	12	-	22	26						

Total Contact Hours/week : 34

Total Credits : 26

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



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



Major / Minor Specializations offered:

- Marketing Management
- Human Resource Management
- Financial Management
- Business Analytics
- Operations Management
- Information Technology Management
- Rural Business Management
- Technology Management
- International Business
- 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.



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	Integrated 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	Employee Engagement and Development
8	MGH2174	Conflict & Negotiation Management

Financial 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	Exploratory Data Analysis

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 Technology 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 Business 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 Rural Development
5	MGR2094	Introduction to Agribusiness Management
6	MGR2114	Managing Cooperatives
7	MGR2134	Social Marketing and Social entrepreneurship
8	MGR2154	Governance and Rural Development

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



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.



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

ISE = In Semester Evaluation, ESE = End Semester Examination

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.



Track III: Research Project (RP)

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 %
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



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Track I: Industry Internship (II)

Class: - Second Year M.B.A.	Semester-III
Course Code: MGC2014	Course Name: Entrepreneurship Development

L	T	P	Credits
2	-	-	2

Course Description:

The course begins with problem identification, helping students spot real-world challenges and market gaps. It then progresses to customer identification and needs validation, ensuring that business ideas meet market demands. Students will participate in idea generation and opportunity assessment, followed by developing prototypes and validating minimum viable products to test feasibility. The program also explores business modeling, marketing, and sales strategies, ensuring a systematic approach to entering and growing in the market. Lastly, financial management for profitability equips students with the tools to manage resources effectively and build financially sustainable ventures.

Course Learning Outcomes:

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

1. Analyze and apply tools and techniques for problem-solving to drive innovation in startups.
2. Develop customer personas by conducting initial research and assessing customer characteristics.
3. Analyze and interpret industry trends by evaluating market opportunities and competitive landscapes.
4. Identify and effectively articulate a Unique Selling Proposition (USP) by developing and implementing strategic approaches.
5. Develop an initial Business Model and Lean Canvas for a venture.

Prerequisite:

Inclination for taking up self-employment activities in the interested areas of setting up.

Course Content

Unit No	Description	Hrs.
1.	Problem Identification : Introduction to Entrepreneurial Leadership, Design Thinking / Innovation, Macro trends in industry/startups/society/tech/etc., Personal passion and industry alignment, Importance of 'Falling in love with the problem', Tools/techniques for problem identification, Root Cause analysis techniques, Evaluate the impact of the problem and its alignment with interests/passion.	04
2.	Customer Identification & Needs Validation : Identify target customer segments (primary & secondary), Differences between end-users and buyers, Significance of Jobs-to-be-done (JTBD), JTBD Types and Examples, Overview of customer persona, Validation approaches, Identify real customers, and prepare scripts.	04

3.	Idea Generation and Opportunity: Explore brainstorming methods, Learn to shortlist from many to a few solution ideas, generate solution ideas, select the 'best-fit' solution idea from a larger set, Map solution functionality with problem/JTBD, and identify your direct and indirect competitors.	04
4.	Prototype Development and MVP & Opportunity Assessment: Overview of Prototyping, MVP and its validation, Do's and Don'ts of Prototyping, Prototyping tools, USPs, Determine your market positioning, Define and differentiate TAM, SAM, and SOM, Assess market opportunities.	04
5.	Business Modelling with Marketing and Sales Strategy : Overview of 'Revenue Model', and its benefits, Explore various types of revenue models used by startups, Importance of business modelling, Comprehend the Lean Canvas framework, Overview of Go-to-market strategy, Selecting/experimenting with marketing channels, selecting marketing tools	04
6.	Financial Management for Profitability : Startup costs for different types of business models (services, manufacturing...), Startup costs based on the stage of maturity (pre-launch, MVP, etc.), Understanding sources (e.g., bootstrapped) and types of funding (e.g., equity), Exploring Government/private funding schemes, Finding Mentors & incubators, Startup India & Govt. Seed Fund Schemes.	04

References

Text Books:

- Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, The Kelley School of Business, Indiana University – Bloomington

Reference Books:

- Peter Drucker Innovations and Entrepreneurship by Pub: UBS publishers and Distributors Ltd. New Delhi
- Dynamics of Entrepreneurship Development by Vasant Desai, Himalaya Publication House.
- Entrepreneurial Development by S.S. Khanaka. Published by S. Chand and Company Ltd. New Delhi
- The Marketing Research Blueprint – Preaveen Kulkarni, Jasmine Chettiar, Published by Rajarambapu Institute of Technology, Rajaramnagar, Islampur



Class:- Second Year M.B.A.	Semester-III
Course Code: MGC2030	Course Name: Aptitude Skills-II

L	T	P	Credits
-	-	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. Showcase essential skills in leadership, negotiation, client relations, and team management.
2. Navigate the corporate world and establish themselves as influential leaders.
3. Focus on developing strong communication skills for business strategies, team leadership, and relationship building.
4. Influence outcomes through effective communication.

Prerequisite:

Basic knowledge of English

Course Content

Unit No	Description	Hrs.
1.	Industry Orientation and Communication in the Workplace • Overview of key industries and the role of communication in each. • Types of professional communication: internal (team meetings, emails) and external (client meetings, negotiations). • Adapting communication style based on the audience: peers, subordinates, and executives. • Introduction to communication barriers and overcoming them.	04
2.	Professional Writing and Business Documentation • Writing clear, concise, and effective business emails, reports, resumes, and proposals. • Understanding the importance of tone, clarity, and structure in business writing. • Legal and ethical considerations in business communication. • Writing for different audiences (e.g., clients, investors, management). • Use of templates, and standard operating procedures for business writing.	04

3.	Public Speaking and Presentation Skills - Developing confidence in public speaking: overcoming anxiety and fear. - Crafting compelling presentations: structure, storytelling, and message delivery. - Effective use of visual aids (PowerPoint, Prezi, etc.). - Handling Q&A sessions, audience interaction, and feedback management. - Presentation simulations with peer and instructor feedback.	04
4.	Communication in Digital Media and Social Platforms - Professional communication on social media: LinkedIn, Twitter, corporate blogs. - Digital writing for business (e.g., email etiquette, tone, social media posts). - Building a personal brand and online presence. - Understanding the role of influencers, and online reputation management. Soft Skills for Effective Communication - Emotional Intelligence: understanding and managing emotions for better communication. - Confidence-building activities and group discussions. - Time management and prioritization in communication. - Public speaking practice and peer reviews.	04
5.	Persuasive and Influential Communication - Mastering persuasive techniques: logical reasoning, emotional appeal, and credibility. - Influencing decisions at all levels of the organization. - Writing compelling proposals, business pitches, and project recommendations. - Using negotiation tactics to influence decision-making in meetings and discussions. Industry-Specific Communication Simulations and Role Plays - Role-playing business scenarios specific to various industries (finance, healthcare, IT, etc.). - Simulating high-pressure business situations: investor pitches, negotiations, and board meetings. - Peer feedback and mentor evaluations for improving communication style. - Creating a portfolio of simulated communication pieces (emails, presentations, reports).	04
6.	Introduction to Interviews: Types of interviews: Screening, technical, behavioral, panel, and executive interviews. Researching companies, roles, and industries. Understanding what employers seek in MBA graduates. Traditional Interviews: Preparing for common questions: "Tell me about yourself," "What are your strengths and weaknesses?" "Why do you want to work here?" "Structuring answers using the STAR (Situation, Task, Action, Result) method. Body Language: Understanding the importance of posture, eye contact, handshakes, and facial expressions in interviews. Non-verbal cues: What to avoid	04

	(fidgeting, crossing arms, looking down). Mirroring Interviewer's Body Language-Subtle mirroring to build rapport with the interviewer. Reading the interviewer's non-verbal signals and adjusting communication accordingly.	
--	---	--

Reference Books:

1. Guffey, M. E., & Loewy, D. Essentials of business communication Cengage Learning.
2. Lannon, J. M., & Marshall, P. Business communication: A problem-solving approach Pearson Education.
3. Kotler, P., & Keller, K. L. Marketing management Pearson Education.
4. Payne, A., & Frow, P. Strategic customer management: Integrating relationship marketing and CRM Oxford University Press.



Class:- Second Year M.B.A.	Semester- III
Course Code: MGC2050	Course Name: Capstone Project

L	T	P	Credits
-	-	2	4

Course Description:

The Capstone Project provides an opportunity to learn in a real world context. This provides a vehicle for integration of learning across functions and disciplines. The project must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature. Capstone project provides an opportunity for the student to use their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program. The project focuses on a relevant Industry / Business / NGO / Government or a functional area that is of interest

Course Learning Outcomes:

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

1. Develop a research design and preparation of tool for data collection
2. Discuss acquired theoretical knowledge in practical experience
3. Evaluate an understanding of the ideas, concepts and skills gained through their MBA program.
4. Formulate innovative approaches, models and support actions that enhance innovation
5. Communicate effectively and confidently as a member and leader of team.

Prerequisite:

Students should have basic knowledge of industrial environment

Course Content

Unit No	Description	Hrs.
1.	(Two weeks): The student is expected to get acquainted with the organizational procedures in the chosen field of study.	06
2.	(Two weeks): Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection (if required).	06
3.	(Three weeks): Data Collection and Analysis	06
4.	(Two weeks): Report preparation for the industry where 50 % evaluation is by industry & 50 % at RIT.	06
5.	(Before completion of semester): Publication of one research paper based on the work done in a reputed conference or journal.	06
6.	Presentation of the report as per the schedule displayed by the department	06

K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Track II: Course-Work (CW)

Class: - Second Year M.B.A.	Semester-III
Course Code: MGC2014	Course Name: Entrepreneurship Development

L	T	P	Credits
2	-	-	2

Course Description:

The course begins with problem identification, helping students spot real-world challenges and market gaps. It then progresses to customer identification and needs validation, ensuring that business ideas meet market demands. Students will participate in idea generation and opportunity assessment, followed by developing prototypes and validating minimum viable products to test feasibility. The program also explores business modeling, marketing, and sales strategies, ensuring a systematic approach to entering and growing in the market. Lastly, financial management for profitability equips students with the tools to manage resources effectively and build financially sustainable ventures.

Course Learning Outcomes:

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

1. Analyze and apply tools and techniques for problem-solving to drive innovation in startups.
2. Develop customer personas by conducting initial research and assessing customer characteristics.
3. Analyze and interpret industry trends by evaluating market opportunities and competitive landscapes.
4. Identify and effectively articulate a Unique Selling Proposition (USP) by developing and implementing strategic approaches.
5. Develop an initial Business Model and Lean Canvas for a venture.

Prerequisite:

Inclination for taking up self-employment activities in the interested areas of setting up.

Course Content

Unit No	Description	Hrs.
1.	Problem Identification : Introduction to Entrepreneurial Leadership, Introduction to Design Thinking / Innovation, Macro trends in industry/startups/society/tech/etc., Personal passion and industry alignment, Importance of 'Falling in love with the problem', Tools/techniques for problem identification, Root Cause analysis techniques, Evaluate the impact of the problem and its alignment with interests/passion.	04
2.	Customer Identification & Needs Validation : Identify target customer segments (primary & secondary), Differences between end-users and buyers, Significance of Jobs-to-be-done (JTBD), JTBD Types and Examples, Overview of customer persona, Validation approaches, Identify real customers, and prepare scripts.	04

3.	Idea Generation and Opportunity: Explore brainstorming methods, Learn to shortlist from many to a few solution ideas, generate solution ideas, select the 'best-fit' solution idea from a larger set, Map solution functionality with problem/JTBD, and identify your direct and indirect competitors.	04
4.	Prototype Development and MVP & Opportunity Assessment: Overview of Prototyping, MVP and its validation, Do's and Don'ts of Prototyping, Prototyping tools, USPs, Determine your market positioning, Define and differentiate TAM, SAM, and SOM, Assess market opportunities.	04
5.	Business Modelling with Marketing and Sales Strategy : Overview of 'Revenue Model', and its benefits, Explore various types of revenue models used by startups, Importance of business modelling, Comprehend the Lean Canvas framework, Overview of Go-to-market strategy, Selecting/experimenting with marketing channels, selecting marketing tools	04
6.	Financial Management for Profitability : Startup costs for different types of business models (services, manufacturing...), Startup costs based on the stage of maturity (pre-launch, MVP, etc.), Understanding sources (e.g., bootstrapped) and types of funding (e.g., equity), Exploring Government/private funding schemes, Finding Mentors & incubators, Startup India & Govt. Seed Fund Schemes.	04

References

Text Books:

- Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, The Kelley School of Business, Indiana University – Bloomington

Reference Books:

- Peter Drucker Innovations and Entrepreneurship by Pub: UBS publishers and Distributors Ltd. New Delhi
- Dynamics of Entrepreneurship Development by Vasant Desai, Himalaya Publication House.
- Entrepreneurial Development by S.S. Khanaka. Published by S. Chand and Company Ltd. New Delhi
- The Marketing Research Blueprint – Preaveen Kulkarni, Jasmine Chettiar, Published by Rajarambapu Institute of Technology, Rajaramnagar, Islampur

Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGC2030	Course Name: Aptitude Skills-II	-	-	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. Showcase essential skills in leadership, negotiation, client relations, and team management.
2. Navigate the corporate world and establish themselves as influential leaders.
3. Focus on developing strong communication skills for business strategies, team leadership, and relationship building.
4. Influence outcomes through effective communication.

Prerequisite:

Basic knowledge of English

Course Content

Unit No	Description	Hrs.
1.	Industry Orientation and Communication in the Workplace • Overview of key industries and the role of communication in each. • Types of professional communication: internal (team meetings, emails) and external (client meetings, negotiations). • Adapting communication style based on the audience: peers, subordinates, and executives. • Introduction to communication barriers and overcoming them.	04
2.	Professional Writing and Business Documentation • Writing clear, concise, and effective business emails, reports, resumes, and proposals. • Understanding the importance of tone, clarity, and structure in business writing. • Legal and ethical considerations in business communication. • Writing for different audiences (e.g., clients, investors, management). • Use of templates, and standard operating procedures for business writing.	04

3.	Public Speaking and Presentation Skills - Developing confidence in public speaking: overcoming anxiety and fear. - Crafting compelling presentations: structure, storytelling, and message delivery. - Effective use of visual aids (PowerPoint, Prezi, etc.). - Handling Q&A sessions, audience interaction, and feedback management. - Presentation simulations with peer and instructor feedback.	04
4.	Communication in Digital Media and Social Platforms - Professional communication on social media: LinkedIn, Twitter, corporate blogs. - Digital writing for business (e.g., email etiquette, tone, social media posts). - Building a personal brand and online presence. - Understanding the role of influencers, and online reputation management. Soft Skills for Effective Communication - Emotional Intelligence: understanding and managing emotions for better communication. - Confidence-building activities and group discussions. - Time management and prioritization in communication. - Public speaking practice and peer reviews.	04
5.	Persuasive and Influential Communication - Mastering persuasive techniques: logical reasoning, emotional appeal, and credibility. - Influencing decisions at all levels of the organization. - Writing compelling proposals, business pitches, and project recommendations. - Using negotiation tactics to influence decision-making in meetings and discussions. Industry-Specific Communication Simulations and Role Plays - Role-playing business scenarios specific to various industries (finance, healthcare, IT, etc.). - Simulating high-pressure business situations: investor pitches, negotiations, and board meetings. - Peer feedback and mentor evaluations for improving communication style. - Creating a portfolio of simulated communication pieces (emails, presentations, reports).	04
6.	Introduction to Interviews: Types of interviews: Screening, technical, behavioral, panel, and executive interviews. Researching companies, roles, and industries. Understanding what employers seek in MBA graduates. Traditional Interviews: Preparing for common questions: "Tell me about yourself," "What are your strengths and weaknesses?" "Why do you want to work here?" "Structuring answers using the STAR (Situation, Task, Action, Result) method."	04

	Body Language: Understanding the importance of posture, eye contact, handshakes, and facial expressions in interviews. Non-verbal cues: What to avoid (fidgeting, crossing arms, looking down). Mirroring Interviewer's Body Language- Subtle mirroring to build rapport with the interviewer. Reading the interviewer's non-verbal signals and adjusting communication accordingly.	
--	--	--

Reference Books:

1. Guffey, M. E., & Loewy, D. Essentials of business communication Cengage Learning.
2. Lannon, J. M., & Marshall, P. Business communication: A problem-solving approach Pearson Education.
3. Kotler, P., & Keller, K. L. Marketing management Pearson Education.
4. Payne, A., & Frow, P. Strategic customer management: Integrating relationship marketing and CRM Oxford University Press.





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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGC2050	Course Name: Capstone Project

L	T	P	Credits
-	-	2	4

Course Description:

The Capstone Project provides an opportunity to learn in a real world context. This provides a vehicle for integration of learning across functions and disciplines. The project must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature. Capstone project provides an opportunity for the student to use their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program. The project focuses on a relevant Industry / Business / NGO / Government or a functional area that is of interest

Course Learning Outcomes:

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

1. Develop a research design and preparation of tool for data collection
2. Discuss acquired theoretical knowledge in practical experience
3. Evaluate an understanding of the ideas, concepts and skills gained through their MBA program.
4. Formulate innovative approaches, models and support actions that enhance innovation
5. Communicate effectively and confidently as a member and leader of team.

Prerequisite:

Students should have basic knowledge of industrial environment

Course Content

Unit No	Description	Hrs.
1.	(Two weeks): The student is expected to get acquainted with the organizational procedures in the chosen field of study.	06
2.	(Two weeks): Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection (if required).	06
3.	(Three weeks): Data Collection and Analysis	06
4.	(Two weeks): Report preparation for the industry where 50 % evaluation is by industry & 50 % at RIT.	06
5.	(Before completion of semester): Publication of one research paper based on the work done in a reputed conference or journal.	06
6.	Presentation of the report as per the schedule displayed by the department	06





Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Track III: Research Project (RP)

Class: - Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MRP2130	Course Name: Dissertation Phase-I	-	-	20	10

Course Description:

This course is designed to guide students through the initial phase of their research project, focusing on conceptualization, topic selection, and preparation for the dissertation. Students will learn how to select a relevant and researchable topic within the field of Social Science, conduct a thorough literature review, formulate clear research objectives and questions, and plan the methodology for their study. The course will provide students with the skills necessary to create a solid foundation for their dissertation.

Course Learning Outcomes:

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

1. Develop students' ability to think critically about research topics and problems
2. Organize relevant literature to create a well-structured literature review
3. Formulate clear and focused research objectives that align with the research problem,
4. Design a Research Methodology and Plan
5. Develop academic writing skills to effectively communicate research ideas and findings

Prerequisite:

General knowledge of economics & clear concept about own business model.

Course Content:

Phase I: Research Proposal

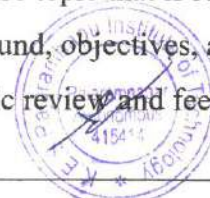
This phase is focused on conceptualizing the research project, laying the groundwork, and getting approval for the dissertation topic.

1. Problem Identification -

This step involves recognizing a specific issue or gap in knowledge within the field of Social Science. Students are encouraged to explore current societal trends, issues, or unanswered questions. Clear problem identification sets the direction for the entire project.

2. Topic Selection –

Synopsis Preparation and Approval Students choose a precise topic that is relevant and manageable. They prepare a synopsis outlining the background, objectives, and proposed methods. This document is submitted for academic review and feedback.



Approval of the synopsis is necessary before starting the full research

3. Literature Review-

Students search for and study existing research related to their chosen topic. They analyze and summarize key findings, theories, and gaps in previous studies.

4. Online Course on Research Methodology:

Students complete an online course on research methods using platforms like **NPTEL, SWAYAM, or Coursera**. The course covers key topics such as qualitative and quantitative methods, data collection, and analysis. It helps students understand how to design a valid, ethical, and structured research study.

5. Paper Publication on Literature Review:

Students develop their literature review into a well-structured academic paper. With faculty guidance, the paper is refined and submitted to a **conference** or a **Scopus-indexed journal**.





Syllabus (Theory Courses)
To be implemented from **2024-26 NEP Batch**
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester- III
Course Code: MGC2050	Course Name: Capstone Project

L	T	P	Credits
-	-	2	4

Course Description:

The Capstone Project provides an opportunity to learn in a real world context. This provides a vehicle for integration of learning across functions and disciplines. The project must be organization-based, not based entirely on secondary data or library work. It must be multifunctional and multidisciplinary in nature. Capstone project provides an opportunity for the student to use their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program. The project focuses on a relevant Industry / Business / NGO / Government or a functional area that is of interest

Course Learning Outcomes:

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

1. Develop a research design and preparation of tool for data collection
2. Discuss acquired theoretical knowledge in practical experience
3. Evaluate an understanding of the ideas, concepts and skills gained through their MBA program.
4. Formulate innovative approaches, models and support actions that enhance innovation
5. Communicate effectively and confidently as a member and leader of team.

Prerequisite:

Students should have basic knowledge of industrial environment

Course Content

Unit No	Description	Hrs.
1.	(Two weeks): The student is expected to get acquainted with the organizational procedures in the chosen field of study.	06
2.	(Two weeks): Identification and formulation of the problem. Preparation of the research design and preparation of tool of data collection (if required).	06
3.	(Three weeks): Data Collection and Analysis	06
4.	(Two weeks): Report preparation for the industry where 50 % evaluation is by industry & 50 % at RIT.	06
5.	(Before completion of semester): Publication of one research paper based on the work done in a reputed conference or journal.	06
6.	Presentation of the report as per the schedule displayed by the department	06



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

Generic Elective

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





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

Class:- Second Year M.B.A.	Semester-III
Course Code : MGE2014	Course Name : Taxation Planning and Management

L	T	P	Credits
2	-	-	2

Course Description:

The course details the fundamental concepts of taxation, calculations of salary income of an employee, Computation of total income and income tax. Also describe legal provisions for service tax, wealth tax, profession tax and luxury tax. Finally, it describes the GST provisions made, which is vital for individuals and business entities to comply.

Course Learning Outcomes:

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

1. Discuss fundamental concepts of taxation.
2. Calculate an employee's salary income as per Income Tax Act provisions.
3. Compute the total income of a taxpayer as per the provisions of the Income Tax Act.
4. Elaborate the silent features and provisions of service, wealth, profession, and luxury taxes.
5. Compute goods and services tax as per the provision of the GST Act.

Prerequisite:

Basic understanding of Income, Taxes, and Expenses.

Course Content

Unit No	Description	Hrs.
1.	Taxation: An Introduction Direct Taxes and Indirect Taxes, Basic concept of Income Tax, Assessment Year and Previous Year, Person, Assessee, Residential Status, Total Income, Tax deducted at source, Advance Tax, Form No. 16, Form no. 26, Income which do not part of Total Income	04
2.	Income from Salary Meaning of Salary, Deduction on Income from salary, Allowances, Non-taxable allowances and Taxable Allowances, perquisites, valuation of perquisites, Computation of Salary income of an employee	04
3.	Other Heads of Income Income from House Property, Types of house properties, Annual value of house property, Gross annual value and Net annual value, Income from profit and gain of business and profession, Income from Capital Gains, Types of capital gains, Income from other sources	04
4.	Computation of Total Income Gross Total Income and Total Income, Deduction under section 80, Computation of Total Income, Income Tax Slab Rates for different categories of Assesses, Surcharge, Filing of income tax returns.	04



5.	Service Tax & Other Tax Laws: Service tax, Introduction, Salient features of Service tax, Taxable services, Payment of Services tax, Wealth tax, Profession tax- Introduction and Provisions, Luxury tax provisions	04
6.	Goods and Services Tax: Basics of Goods and Services Tax, Constitutional Framework of GST, GST Model – CGST / IGST / SGST / UTGST, Taxes on various goods, Effects & Impacts, Computation of goods and services tax	04

References

Text Books:

- Dr. V. K. Singhania: Students Guide to Income-tax including Service Tax/VAT; Taxmann Publications Pvt. Ltd.

Reference Books:

- Girish Ahuja, Systematic Approach to Income-tax, Service Tax and VAT; Bharat Law House
- B. Lal and N. Vashist, Direct Taxes, Income Tax, Wealth Tax and Tax Planning; Darling Kindersley (India) Pvt. Ltd.
- Girish Ahuja, Professional Approach to Direct Taxes Law & Practice, Bharat Publications
- V. S. Datey, Service Tax Ready Reckoner; Taxmann Publications
- J. K. Mittal, Law, Practice & Procedure of Service Tax; CCH India, (Walters Kluwer (India) Pvt. Ltd.)
- Vikas Mundra, Tax Laws and Practices; Law point publications



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGE2024	Course Name : Healthcare and Hospital Management	2	-	-	2

Course Description:

The course elaborates about the hospital management effectively, starting from planning to requirements, policy framing and service policies of the hospital along with the legal provisions and laws governing the hospitals. This is another area for management students to explore.

Course Learning Outcomes:

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

1. Build competencies and provide expertise for hospital & healthcare management, operations and administration through learning of Hospital core and Support Services.
2. Provide the students an intensive, stimulating and challenging learning experience in the management and administration of Hospitals.
3. Acquaint the Students about Health Policy and Health Care Systems.
4. Acquaint the Students about different important services needed in a Hospital.
5. Gain comprehensive knowledge of Healthcare systems and the regulatory framework.

Prerequisite:

Basic knowledge of Management Practices.

Course Content

Unit No	Description	Hrs.
1.	Hospital Planning: Concept of Hospital; Meaning and Definition of Hospital; Departments in Hospital; Functions of a Hospital; Aspects of the Hospital Services, Line Services, Supportive Services, Auxiliary Services; Planning for a New Hospital; Guiding Principles in Planning Hospital Facilities and Services, High Quality Patient Care, Effective Community Orientation, Economic Viability, Sound Architectural Plans; Preliminary Survey; Study of Existing Hospital Facilities; Study of Required Staff and Services; Financial Planning, Constructing. Meaning of Records Management; Importance of Records Management	04
2.	Health Policies: Health Policy – Meaning and Need; National Health Policy – Features; Current Scenario; National Health Programmes in India.	04
3.	Health Care Systems: Health Care: Concept of Healthcare; Health Care System, Goals of Health Care System, Brief History of Health Care System; Few Facts and Figures of Health System, Challenges; Building Blocks of a Health Care System; Levels: Primary, Secondary and Tertiary; Present Status of Primary Health Care in India.	04

Department of Management Studies (MBA)

4.	Hospital Services: Introduction, Functional Areas- Front Office Services: Objectives of the Front Office Department, Inpatient Services: Divisions of Inpatient Services, Wards and Rooms, Accident and Emergency Services: Concept of Emergency Department; Billing Services, Radiology and Imaging Services, Operation Theatre: Definition of Operating Department; Objectives of the Operating Department; Location.	04
5.	Hospital Supportive Services: Need and Significance of Supportive Services; Nutrition and Dietary Services: Meaning, Pharmacy, Hospital Engineering and Maintenance, Electrical Supply, Water Supply, Medical Gas Pipelines, Plumbing, Sanitation, Air-conditioning System, Hot Water and Steam Supply, Communication System, Biomedical Engineering Department, Laundry Services, Housekeeping Services.	04
6.	Hospital Management and Law: Law Pertaining to Health- Registration of Births and Deaths Act, 1969, Laws Pertaining to Establishment, Registration and Regulation of Health Care Organisation, The Indian Medical Council Act, 1956 – Definitions related to Rules and Regulations for Hospitals, Registration and Regulation of Health Care Organisation, PNDT Act, 1994 and MTP Act, 2003: PNDT Act, Commencement, Definitions, Pre-Natal Diagnostic Techniques (Regulation and Prevention of Misuse) Amendment Act, 2002,	04

References

Text Books:

- Kunders G.D. Hospitals Facilities, Planning and Management, Tata McGraw Hill, Publishing Company Ltd. New Delhi.

Reference Books:

- Francis C.M. and Mario C de Souza, Hospital Administration, Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi.
- Dr. S.M. Jha, Hospital Management, Himalaya Publishing Company.
- Sakharkar, Principles of Hospital Administration and Planning, Jayppe Publication.

Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGE2030	Course Name : Database Management	2	-	-	2

Course Description:

This course covers fundamentals of database architecture, database management systems, and database systems. It exposes the student to the fundamental concepts and techniques in database use and development as well provides a foundation for research in databases.

Course Learning Outcomes:

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

1. Explain the fundamentals and the applications of database systems.
2. Design ER-models to represent database application scenarios.
3. Identify the data models for relevant problems.
4. Discuss the design principles for logical design of databases.
5. Identify the different issues involved in the design and implementation of a database system.

Prerequisite:

Knowledge of information concepts.

Course Content

Unit No	Description	Hrs.
1.	Data and information: Introduction to databases, Relational Databases, Object Databases, Basic SQL, Data types	04
2.	Database Management: Introduction to Database systems, Advantages of databases- DBMS- Functions of DBA Elements of DBMS: DDL, DML, Entities, Sets and Attributes.	04
3.	Introduction and Conceptual Modeling: Database System Structure – Data Models Introduction to Network and Hierarchical Models – ER model – Relational Model.	04
4.	Data Modeling Using the Entity-Relationship Model: Entity Types, Entity Sets, Attributes and Keys, Relationships, Relationship Types, Roles, and Structural Constraints, Weak Entity Types.	04
5.	Database Security: Data Security Risk- data tampering, data theft, Identities, Password related threats, Unauthorized Access to table & columns, Unauthorized Access to Rows, Lack of Accountability.	04

6.	Database Users: Types of Users- Database Administrators, Security officers, Network Officers, Application Developer, Application Administrator, database user	04
-----------	---	-----------

References

Text Books:

- Carol Wilson, Performance Coaching, Kogan Publication

Reference Books:

- Raymond A Noe, Employee Training & Development, Tata McGraw Hill Education
- Dr. B. Janakiram, Training & Development, biztantra
- Elaiene Biech, Training & Development, A Wiley Brand
- Trvelove, Steve, Handbook of Training and Development, Blackwell Business.



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGE2040	Course Name: Cybersecurity and Legal Frameworks	2	-	-	2

Course Description:

In the age of digital transformation, safeguarding information and data is paramount. This course provides an in-depth exploration of cyber security principles alongside the legal frameworks that govern digital spaces. Students will learn the essential concepts of protecting sensitive data, networks, and systems from cyber threats, while also gaining a comprehensive understanding of the evolving legal landscape related to data privacy, cybercrime.

Course Learning Outcomes:

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

1. Understand the concept of cyber security and principles.
2. Develop a deeper understanding and familiarity with various types of cyberattacks, cyber-crimes.
3. Evaluate digital device security and remedial measures against these devices.
4. Analyze legal and ethical framework on cyber security.
5. Analyze cyber security laws in India.

Prerequisite:

Basic understanding of computer science and information technology concepts.

Course Content

Unit No	Description	Hrs.
1.	Cyber Security Overview and Principles: Cyber Security Principles: Confidentiality, integrity, availability (CIA triad), encryption, network security, authentication mechanisms. Need of Cyber security, Cyber security terminologies- cyberspace, cyber-attacks, threats, risk, vulnerability, exploit, exploitation, hackers, Cyber terrorism	04
2.	Introduction to Cyber-crime: Classification of cybercrimes, common cyber-crimes- cyber-crime targeting computers and mobiles, cyber-crime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, Reporting of cyber-crimes, A global perspectives on cybercrimes, credit card frauds	04
3.	Digital Devices Security, Tools, and Technologies for Cyber Security: End Point device and Mobile phone security, Password policy, Data backup, Device security policy, Cyber Security best practices, Significance of host firewall and Anti-virus, Management of host firewall and Anti-virus, Wi-Fi security	04



4.	Legal and Ethical Framework: Data Protection laws, GDPR, Cybercrimes: The Legal Perspectives, Role of regulatory authorities: CERT-In (Indian Computer Emergency Response Team), RBI (Reserve Bank of India) guidelines. Digital Signatures and Authentication, Authentication of electronic records, legal recognition of digital signatures, use of electronic records and digital signatures in government and its agencies.	04
5.	Provisions in Indian Law: Overview of cyber security laws in India, Cyber Security Initiatives in India, Information Technology Act 2000, positive aspects of the ITA 2000, CFAA, Penalties, Offences, cybercrime and punishment.	04
6.	Case Studies: Examination of a real-world cyberattack and its legal implications, an analysis of a major data breach incident and its legal outcomes, including regulatory fines.	04

References

Text Books:

- Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.

Reference Books:

- Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.
- Cybersecurity and the Law: An Introduction" by Nathaniel L. Sanders
- Electronic Commerce by Elias M. Awad, Prentice Hall of India Pvt Ltd.
- Cyber Laws: Intellectual Property & E-Commerce Security by Kumar K, Dominant Publishers.
- Fundamentals of Network Security by E. Maiwald, McGraw Hill. Harish Chander, Cyber Laws & IT Protection, PHI Learning Pvt. Ltd.

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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGE2054	Course Name: Mall Management	2	-	-	2

Course Description:

This course provides knowledge about Mall management concept, which has evolved with growth of the population and emerging markets. It provides details of mall management skills required along with regulatory framework for the same.

Course Learning Outcomes:

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

1. Analyze the concepts and aspects needed for mall management.
2. Apply the operational and tenant management principles for malls.
3. Evaluate the marketing and promotional principals for the malls.
4. Illustrate the statutory requirements for the mall operations.

Prerequisite:

Basic understanding of Principles of Management.

Course Content

Unit No	Description	Hrs.
1.	Introduction to mall culture: Concept of shopping mall, Types of Malls, Growth of malls in India, Mall positioning strategies, Strategic planning for malls, Introduction to Mall Management: Concept, Mall Space Supply & Demand.	04
2.	Aspect in Mall Management: Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.	04
3.	Mall Operations: Store allocation, Leasing, Leasing tools, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.	04
4.	Tenant Management: Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores, Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship.	04
5.	Marketing and promotional activities for malls: Classification of marketing activities, marketing and promotion during planning and construction phase, launch and operations phase, targeting tenants and customers	04



6.	Regulatory framework for malls: Shops and establishment act, environmental regulations for malls, mall insurance, labour laws concerning malls, Mall Design : Current Planning Framework, Design Issues, Feasibility Studies.	04
-----------	---	-----------

References

Text Books:

- SINGH, Mall Management, Tata McGraw-Hill Education

Reference Books:

- John Robert White, Kevin D.Gray, Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management
- Abhijit Das, "Mall Management with Case Studies", , 2nd Edition, Taxmann Allied Services (P.) Ltd.
- Harvinder Singh, Srini R Srinivasan, "Mall Management – Operating in Indian Retail Space", Tata McGraw Hill.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGE2064	Course Name: Change Management	2	-	-	2

Course Description:

This course provides details about change management concepts in organizational context, which has become essential for organizations to change in changing business environment. It provides conceptual understanding of change management essentials and need for the same in organizational context, which provides the framework for change from managerial point of view.

Course Learning Outcomes:

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

1. Analyze theories and application of change management.
2. Articulate the Importance of Change Management in Organizational Success.
3. Identify and Differentiate Various Types of Change.
4. Develop and Implement a Comprehensive Change Management Plan.
5. Apply critical thinking and problem-solving skills in business environment.

Prerequisite:

Basic understanding of the concepts of organizational behavior, and principles of management.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Change Management: Importance, imperatives of change, forces of change. Causes- social, economic, technological and organizational. Organizational culture & change. Types & Models of change Action research (Lewin's Model), Expanded Process Model ((By Cummings & Worley)., A.J. Leavitt's model,	04
2.	Understanding the Change Challenge: Change Management for Sustainability, Change within the Individual, individual capacities and confidence, the emergence of new internal belief systems, the adoption of new habits, a shift in mood, Ego defenses and creating change	04
3.	Change & its implementation: Individual change: concept, need, importance & risk of not having individual perspective. Team Change – concept, need, importance & limitation Change & its impact, Resistance to change & sources- sources of individual resistance, sources of organizational resistance	04

Department of Management Studies (MBA)

4.	Overcoming Resistance to change: Manifestations of resistance, Six box model Minimizing RTC. OD Interventions to overcome change- meaning and importance, Team intervention, Role analysis Technique, T-group, Job expectations technique, Behavior modification.	04
5.	Effective implementation of change: Change agents and effective change programs. Systematic approach to change, client & consultant relationship, Classic skills for leader's case study on smart change leaders, case lets on Action research. Engaging Employees in the Change Process	04
6.	Managing personal transitions: The Social Readjustment Ratings Scale, Change Transition Model Stages of psychological reaction to change, facilitating employee change transitions. Personal Resilience and Adaptability, Creating a Supportive Organizational Culture, Time Management and Self-Compassion	04

References

Text Books:

- French, W.L. and Bell, C.H., Organization development, Prentice-Hall, New Delhi.

Reference Books:

- Cummings, T. G., organization development and change, South Western.
- Fred Luthans, Organisational Behaviour an Evidence based Approach McGraw Hill
- Dipak kumar Bhattacharya, Organizational change & development OUP India publisher
- K. Ashwathapa, Management & OB, HRM Mc Graw hill



Class:- Second Year M.B.A.	Semester- III
Course Code: MGE2074	Course Name: Commodity Markets

L	T	P	Credits
2	-	-	2

Course Description:

The Commodity Market course offers an in-depth understanding of the structure and dynamics of global and Indian commodity markets. Students will explore fundamental mechanisms, regulatory advancements, and infrastructural developments that strengthen India's commodity markets. The course provides insights into the roles and functions of commodity exchanges, the Indian commodity market landscape, and introduces the derivatives market, including futures and hedging strategies. This comprehensive course equips students to navigate and excel in commodity trading and investment.

Course Learning Outcomes:

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

1. Discuss the fundamentals of commodity markets.
2. Analyze the development of commodity markets in India.
3. Evaluate the role and functioning of commodity exchanges.
4. Explore the important aspects of the derivatives market.
5. Apply concepts of futures and hedging.

Prerequisite:

Conceptual understanding of Markets and its operation.

Course Content

Unit No	Description	Hrs.
1.	Introduction to the Commodity Market: Meaning, history & origin, types of commodities traded, structure of commodities market in India, participants in commodities market, trading in commodities in India (cash & derivative segment), commodity exchanges in India & abroad, reasons for investing in commodities.	04
2.	Strengthening Commodity Markets in India: Role of government, the role of commodity exchanges, other institutions, training & development of dealers.	04
3.	Commodity Exchanges: Functions & role, trading & clearing methods, commodity futures, commodity-specific exchanges vs multi-commodity exchanges.	04
4.	Commodity Market in India: Commodity exchanges in India, role of information in commodity markets, linkages between equity markets and commodity markets, commodity markets – logistics and warehousing.	04

5.	Introduction to the Derivatives Market: Meaning, history & origin, elements of a derivative contract, factors driving growth of derivatives market, types of derivatives, types of underlying assets, participants in derivatives market, advantages & disadvantages of trading in derivatives market, current volumes of derivative trade in India, the difference between forwards & futures.	04
6.	Futures and Hedging: Futures contract specification, terminologies, the concept of convergence, the relationship between futures price & expected spot price hedging: speculation & arbitrage using futures, long hedge – short hedge, cash & carry arbitrage, reverse cash & carry arbitrage, payoff charts & diagrams for a futures contract, perfect & imperfect hedge.	04

References

Text Books:

- Rangarajan K, Derivatives: Principles Practice, McGraw Hill

Reference Books:

- Robert L. McDonald, Fundamental of Derivative Market, Pearson.
- John C. Hull & Basu, Futures, options & other derivatives
- John Hull, Fundamentals of futures & options
- Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzing stock publishing house
- K. Sasidharan & Alex K. Mathews, Option trading, bull market strategies, McGraw Hill publication
- Niti Chatnani, Commodity markets, McGraw Hill Publication



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGE2084	Course Name: Food Retail Management	2	-	-	2

Course Description:

This course entails about the opportunities that exists in food retail markets, how as a management student this means the business opportunity that welcomes them, with proper application of management principles in global scenario along with threats associated with the markets, along with marketing and management principles.

Course Learning Outcomes:

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

1. Identify variables for vast International Food Markets.
2. Analyses trends in Food Retailing and the challenges present in Food Retail operation and develop CRM strategy for food retail companies.
3. Measure the brand value of Food Retail organizations and their products.
4. Apply appropriate law of conducting food business.
5. Analyze the opportunities and threat associated with GMO Foods.

Prerequisite:

Basic understanding of retail management principles, and food retail markets along with standards and food safety issues in changing global context.

Course Content

Unit No	Description	Hrs.
1.	Global Food Market: Introduction to Global Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Supply/demand balance, free trade and nation's self-sufficiency. International Food Safety and Environmental Sustainability. Understanding food preference of global Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern.	04
2.	Trends in Food Retailing: Food Retailing, Value Chain in Food Retailing, Principles trends in food wholesaling and retailing, competition and pricing in food retailing, market implications of new retail developments	04
3.	4 Ps in Food Retail Management: 4 P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non- conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.	04

4.	Managing Retail Operation: Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, and procurement of Food products and Handling Transportation of Food Products	04
5.	Issues in Retailing: Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing. Non Store Retailing	04
6.	Food Safety and Standard: Food Safety and environmental sustainability: GMO Food, Food Poisoning; FSSAI, ISO 22000, Fruit Product Order (FPO), Law of essential commodity act 1955 and its amendments	04

References

Text Books:

- Berman & Evans, Retail Management: A Strategic Approach, Prentice Hall of India.

Reference Books:

- Cox. Retailing, An Introduction, Pearson Education
- Levy M & Weitz BW, Retailing Management, McGraw Hill



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGE2094	Course Name: Human Resource Audit

L	T	P	Credits
2	-	-	2

Course Description:

This course provides the knowledge about human resource audit in organizational context. Its relevance in changing business circumstances and application based decision making based on it.

Course Learning Outcomes:

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

1. Discuss the structured approach to evaluating Human Resource Development (HRD) effectively
2. Assess the effectiveness and suitability of HRD systems, structures, styles, culture, and competencies.
3. Apply HRD audit methods for business improvement.
4. Conduct the Human Resource Audit for the organization
5. Develop a comprehensive Human Resource Audit Report.

Prerequisite:

Basic understanding of the concept of audit, audit process and reporting issues.

Course Content

Unit No	Description	Hrs.
1.	Human Resource Audit: Good HR Practices, Elements of Good HRD, Role of Human resource audit in business environment, HR Audit Objectives, Concepts, Components, Need, Benefits, Importance, Methods, Audit process and Issues in HR, HRD Strategies, HRD Styles and culture, HRD Structures & Systems.	04
2.	Human Resource Costs / Investments: Human Resource Costs, the Monetary Value Approach, Non-Monetary value Based Approaches Investment in employees HR Accounting	04
3.	HRD Audit Methodology and Issues: Methodology and instruments of HR Audit, Interviews, Observation, Questionnaires, HRD Scorecard, Writing the HRD Audit report, Designing and Using HRD Audit for Business Improvement	04
4.	Human Resource Audit Report: Essentials of HR Audit Report, Purpose, Report Design, Preparation of report, Use of HR Audit report for business improvement, HRD audit instruments, HR Scorecard, effectiveness of HRD Audit as an intervention.	04

5.	Comprehensive HR Audit: Audit of business strategy, business goals & assumptions, Audit of employee turnover, labour laws compliances. HR Audit checklist	04
6.	Audit of HR Competencies: Definition of competency, Communication competency, Strategic action competency, Global awareness, Self-management competency, Techniques of audit of competency, Recent advancements in Human Resource Audit and Accounting.	04

References

Text Books:

- Rao T.V., HRD Audit, Sage Publication.

Reference Books:

- Rao T.V., HRD, New Delhi, Response Books.
- Udai Pareek and Rao T V, Designing and Managing Human Resource Systems, Oxford & IBH Publishing Co.
- Eric G. Flamholtz, Human Resource Accounting advances in concepts, Methods, and Applications, Kluwer Academic Publishers
- Arun Sekhri, Human Resource Planning & Audit, Himalaya Publication.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGE2104	Course Name: Small Scale Industries Management	2	-	-	2

Course Description:

This course provides the essentials for setting of small scale industry, supporting agencies in doing the same, steps in formation, finance and marketing requirements along with legal provisions needed to be known in setting up of the industry. This helps management students to be job providers and not job seekers.

Course Learning Outcomes:

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

1. Identify Business Opportunities and plan according to survey.
2. Prepare project and develop the report according to planned idea and market.
3. Analyze the basic aspects of business and understand better to prepare for the same.
4. Elaborate the Legal laws governing the business and environment.

Prerequisite:

Basic understanding of business concepts.

Course Content

Unit No	Description	Hrs.
1.	Small Industry: Meaning and importance: Definition of small industrial unit, role of small scale industry in India, Relative advantages of small scale enterprises, Economy Small industry less than five years plans, Products reserved for small scale industrial units, Startups	04
2.	Steps for Starting Small Industry: Decisions to become entrepreneur, Steps to be taken - Search for a business idea, source of ideas, idea processing, selection idea, input requirements, Preparation of project report feasibility study, Location, Selection of type of organization, Size of the unit Preparation of project port guidelines Factory design and layout , Legal formalities for registration and licensing	04
3.	Incentives and subsidies: Policy initiatives for entrepreneurial growth, Meaning of incentives and subsidies, Need for incentives under the licensing problems, Schemes of incentives in operation, Incentives under the licensing regulations, Machinery on hire purchase or on lease, Transport subsidies, Seed capital assistance, Taxation benefits to small scale units, New pastures for industrial development, Exploring export possibilities, Import-Export incentives.	04
4.	Finance and Production Planning: Financial requirements - Structure and management of fixed and working capital, Sources of capital, Financial institutions problems in financing a small	04

Department of Management Studies (MBA)

	scale Production Planning: Size of plant, Production mix, Costs of production, Production facility utilization, procurement of raw material, Problems involved Role of Government in supplying Machinery and raw materials.	
5.	Marketing and Manpower planning: Methods for pricing, Distribution, competition, Export Assistance: Manpower Planning: Source of manpower, Requirement and turnover absenteeism, Compensation and welfare measures, Grievances disputes, settlement machinery; Sacking's in Small Industry: Diagnosis and measurements, causes and consequences, Remedial measures.	04
6.	Legal and Environmental Aspects: Elementary knowledge of Income Tax, Sales Tax, Patent Rules, Excise Rules, Factory Act and Payment of Wages Act, Environmental considerations, Concept of ecology and environment, Factors contributing to Air, Water, Noise pollution, Air, water and noise pollution standards and control, Personal Protection Equipment (PPEs) for safety at work places	04

References

Text Books:

- R.K. Khan, Management of small scale industries, Sultan Chand publication

Reference Books:

- CB Gupta and P Srinivasan, Sultan Chand and Sons, Entrepreneurship Development
- Reddy & Reddy, Sickness in small scale industries Himalaya Publication
- Thakur Kailash, Environmental Protection Law and policy in India, Deep and Deep Publications, New Delhi.
- PM Bhandari, Handbook of Small Scale Industry, Vikas Publication



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGE2114	Course Name: E-retailing	2	-	-	2

Course Description:

This course focuses on electronic retailing applications, technologies, and tools, which are used to conduct business on the World Wide Web. It reviews foundations of e- retailing, its infrastructure, current business models in business-to-customers (B2C) and business-to- business (B2B) transactions, security and quality assurance, payment systems, and various issues-- Challenges in successful implementation of ERP, e-customer relationship management and Inventory management in e-retail. A major part of the course will be devoted to hands-on practices covering E-retailing case studies used to demonstrate the advantages and the challenges related to integrating e retail applications. The student gains an overview of all aspects of E-retailing.

Course Learning Outcomes:

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

1. Identify and explain fundamental e-Retailing Online Merchandising Techniques.
2. Recognize and discuss the major E-Payment Security Challenges and Solutions.
3. Assess and discuss issues including Impact of E-retailing on traditional transportation system and opportunities.
4. Demonstrate an understanding of Concept of online pricing and dynamics pricing for E-retailing.
5. Analyze the impact of E-retailing on inventory security and Quality management

Prerequisite:

The basic understanding of Digital Marketing.

Course Content

Unit No	Description	Hrs.
1.	Foundation of e-Retailing: Meaning, Definition, Transition from Traditional Marketing to e-Marketing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing. The Current Trends: Current Trend Analysis and Measures, Current Status of Online Retailing, e-Retailing Statistics	04
2.	E-Retailing: The Application Domain: e-Retailing Practices, e-Retailing Application Perspective, e-Retailing Online Merchandising Techniques, Online Store Front, Creating Look & Feel, Online Brand Management, Online Purchasing.	04
3.	E-Commerce: Procedures and Methods: Meaning and Usage, B2B Model, B2C Model, C2C Model, B2G Model, P2P Model, M- Commerce, e-Commerce Payment	04

Department of Management Studies (MBA)

	Systems, E-Payment Security Challenges, E-Payment Business Risks, E-Commerce Security Solutions.	
4.	Marketing mix in the age of E-retailing: The roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Concept of online pricing; factors affecting online pricing; different methods of on-line pricing; price discrimination in E- retailing; pricing strategies for information goods; dynamics pricing for E- retailing. Promotional strategies of E-retail business.	04
5.	Customer loyalty in the age of E-retailing: Role of E-CRM ; Third party assurance in retailing; Element of trust in E-retailing; ERP and E-retailing; Challenges in successful implementation of ERP in E-retailing; E-fulfillment-meaning, scope of process of E-fulfillment; Impact of E-retailing on traditional transportation system-issues and opportunities.	04
6.	Inventory management in E-retail: Relevance of inventory management to retail operations, Important terminologies used in retail inventory management, How much inventory should you keep? Various types of inventory checks, Taking care of quality inside a store, inventory Control Systems – Keeping track using computer software, Using RFID for Inventory control, inventory security and Quality management, inventory security, Control the quality of your inventory.	04

References

Text Books:

- Poornima M. Charantimath, Total Quality Management, Pearson Education, New Delhi.

Reference Books:

- Dale H. Besterfield, Carol Besterfield, Mich. Besterfield, Mary Besterfield, Total Quality Management, Pearson Education Publications
- Barrie Date and W. John, Managing Quality, Wileyindia Publications
- Mikel Harry, Richard Scroede , Doubleday, Six Sigma, Random House Inc. New York
- R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House

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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGE2124	Course Name: Tourism Management

L	T	P	Credits
2	-	-	2

Course Description:

This course provides for the conceptual understanding and management of the tourism and hospitality industry, which is expanding in India and gaining popularity. This provides for opportunity to students in form of new sector development with managerial principle application for professional development of the sector.

Course Learning Outcomes:

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

1. Apply management principles to solve problems and improve efficiency in tourism operations.
2. Develop and Discuss marketing strategies tailored to the tourism industry.
3. Apply skills associated with developing strategic plans for tourism development at local, national, and international levels.
4. Demonstrate knowledge of the operational aspects of tourism businesses, including hospitality management, travel services, and event planning Analyze supervisory skills and competencies necessary to meet the needs of the ever-demanding Travel and Tourism Industry.

Prerequisite:

Basic Understanding of Management

Course Content

Unit No	Description	Hrs.
1.	Tourism Concepts & Principles: Introduction: Definitions and Concepts, tourist destination, services and industry, Types of Tourists, Tourism Products & Attraction: Nature, Characteristics and Components of Tourism Industry. Types and Forms of Tourism Inter-regional and intra-regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism, Tourist Transportation.	04
2.	Travel Agency Management: Travel formalities: Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information. Travel Agency and Tour Operation Business: History, Growth, and present status of Travel Agency. Definition of Travel Agency and differentiation between Travel Agency and Tour Operation business. Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector, Functions of a Travel Agent and	04

	Tour Operator	
3.	Tourism Policy and Planning: Introduction: Concept of Policy, Formulating tourism policy, Role of government, public and private sectors, Role of international multinational, state and local tourism organizations in carrying out tourism policies. Tourism Policy, Understanding Tourism Planning	04
4.	Tourism Marketing: Tourism Marketing: Service characteristics of tourism. Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services: Marketing of Airlines, hotels, resorts, Travel Agencies, and other tourism-related Services- Challenges and strategies.	04
5.	Tour Operation Management: Preparing for Work in Travel Operation: Appearance of Staff, working area, Agencies internal environment, Checklist for display areas, Health and safety at work; Stationary, Printing and office supplies, special Handling of business correspondence, Tour Costing: Methodology of Quotation Preparation and preparation of sample quotation for tour operation with various plans and services.	04
6.	Introduction to the Hospitality industry & its distinctive characteristics: inflexibility, perishability, fixed location, and relatively large financial investment. Future trends in the Hospitality Industry – Usage of CRS in the Hotel Industry, operational usage through chain of hotels. Role of Associations in Hospitality management- Functions and operations.	04

References

Text Books:

- Philip Kotler, Marketing for hospitality and Tourism, Pearson Education Asia
- Philip Kotler, Kevin Lane Keller, Marketing Management, Pearson Publications
- Kahiri Keka, Tourism and hospitality services an introduction, The Icfai University Press

Reference Books:

- Choudhari J.S., A study of commercial economic aspects of tourism and hotel industry at hill station, Abhay Prakashan Kanpur
- Negi, Hotels for Tourism Development, S.Chand, New Delhi.
- Suresh K, Travel and Tourism Challenges and Opportunities, The Icfai University Press



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGE2134	Course Name: Export – Import Procedure & Documentation	2	-	-	2

Course Description:

This course provides for the framework of export-import management, procedural documentation needed to be done in this regard, risk associated with such businesses. This provides for new avenue from the managerial point of view to apply management principles for professional growth of this sector as import and export has become vital aspect for economic growth for every organization and country.

Course Learning Outcomes:

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

1. Discuss an overall perspective on import & export management.
2. Illustrate process of export and import documentation.
3. Analyze processing of export order.
4. Describe knowledge of managing risk involves in the import & export transactions.
5. Identify categories & benefits of Export.

Prerequisite:

Understanding of the terms import and export, need of such businesses from professional point of view.

Course Content

Unit No	Description	Hrs.
1.	Import-Export Management Overview: Import Export Management, Foreign Trade - Institutional Framework; India's foreign trade policy Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Counter Trade.	04
2.	Export and Import Procedure and Documentation: Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Bill of Lading, Certificates of Origin, Letter of Credit.	04
3.	Processing of Export Order: Processing of Export Order; Examination and Confirmation of Export Order; Central Excise Clearance; Pre Shipment Inspection, Appointment of Clearing and Forwarding Agents, Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.	04

4.	Risk Management in Import & Export: Meaning of Risk Management; Identification, Assessment, Potential Risk Treatment, Risk Avoidance & Reduction, Risk Retention, Risk Transfer,	04
5.	Categories of Export: Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer exports.	04
6.	Benefits of Export: Excise clearance benefit/ rebate, Income tax benefit	04

References

Text Books:

- Ajay Pathak , Export Import Management, Educreation Publishing

Reference Books:

- Justin Paul & Rajiv Aserkar, Export Import Management, Oxford Publications
- C. Rama Gopal, Export Import Procedures, Documentation and Logistics, New Age International Publications, New Delhi
- Aseem Kumar, Export and Import Management, Excel Books Publications,
- Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi.
- N. Janardhan, Electronic Commerce, Publisher: Indian Institute of Foreign Trade, New Delhi.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGE2144	Course Name : Supply Chain Management	2	-	-	2

Course Description:

Supply chain management integrate suppliers, manufacturers, warehouses, and stores, so that company is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize costs while satisfying service level requirements. This course focus on building a strategic framework, designing supply chain network, supply chain planning & implementation, managing inventory in supply chain, designing and managing transportation networks etc.

Course Learning Outcomes:

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

1. Elaborate the fundamental concepts and importance of Supply Chain Management.
2. Apply methods for managing demand & supply position in supply chain network.
3. Analyse the role of inventory in the Supply Chain Network.
4. Plan and design transportation networks relating to supply chain management.
5. Demonstrate the role & importance of logistics management

Prerequisite:

Basic understanding of operations management, marketing management

Course Content

Unit No	Description	Hrs.
1.	Building a Strategic Framework: Supply Chain Management, decision phases, process view of supply chain, supply chain drives, Supply chain dynamics, Focus areas in supply chain, Distribution network designs	04
2.	Designing Supply Chain Network: Supply Chain Network, strategic importance of supply chain network design, Network design process, factors influencing network design decision, Design of channel distribution, Types of channel distribution, Physical Distribution management	04
3.	Supply Chain Planning & Implementation: Planning of supply and demand in a supply chain, Planning for optimum level of product availability, Sourcing Management, Strategic Sourcing Management, Customer order cycle, Order and replenishment cycle	04
4.	Managing Inventory in Supply Chain: Inventory Management basics, impact of demand on inventory management, Inventory models, Selective inventory control, Safety inventory, Risk Pooling-Centralized versus Decentralized Systems.	04

5.	Designing and Managing Transportation Networks: Modes of transportation and their performance, Transportation infrastructure and policies, Design options, Tradeoffs in Transportation design, Logistics Management, Activities of Logistics Management	04
6.	Current Issues in Supply Chain Management: Benchmarking the supply chain, Reengineering Supply chain, Virtual Supply Chain, Lean Supply Chains, Agile Supply Chain, Green Supply Chain, Global Supply Chain, Flexible Supply Chain	04

References

Text Books:

- Tracy L. Tuten, Social Media Marketing, SAGE Publications Ltd.

Reference Books:

- Michael R. Solomon, Bikramjit Rishi, Tracy L. Tuten, Social Media Marketing
- Karen E. Sutherland, Strategic Social Media Management: Theory and Practice, Springer publication
- Amy Van Looy, Social Media Marketing, Springer International Publishing



K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Major / Minor Subject Specialization
Electives Paper (SE) I, II & 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	Integrated 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	Employee Engagement and Development
8	MGH2174	Conflict & Negotiation Management

Financial 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



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

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	Exploratory Data Analysis

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 Technology 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



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Rural Business 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 Rural Development
5	MGR2094	Introduction to Agribusiness Management
6	MGR2114	Managing Cooperatives
7	MGR2134	Social Marketing and Social entrepreneurship
8	MGR2154	Governance and Rural Development

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



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

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	Laws Governing Banking and Insurance
8	MGB2151	Funds Management in Banking and Insurance



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

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	Integrated Marketing Communications
8	MGM2154	Strategic Marketing Management



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGM2014	Course Name : Sales and Distribution Management	3	-	-	3

Course Description:

The aim of the course is that the student understands the importance of Sales and Distribution, and is capable of putting up a sales team and to manage it. Furthermore, the student manages the multitude of distribution channels and is capable of creating an optimal distribution channel solution for a Business. Sale Management starts with helping develop the right products, setting the right prices and distributing in the right places, and continues with marketing messaging, customer service and other selling efforts.

Course Learning Outcomes:

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

1. Explain the concepts of personal selling, salesmanship, and sales management
2. Analyze the structure and functions of the sales organization.
3. Apply key principles of sales force management
4. Develop strategies for forecasting sales, setting budgets and quotas
5. Design effective marketing channel strategies.

Prerequisite:

Understanding of sales related marketing policies are essential to acquire the knowledge about various selling policies and strategies.

Course Content

Unit No	Description	Hrs.
1.	Personal Selling and Marketing Strategy: Personal Selling & Salesmanship, Setting Personal - Selling Objectives, Theories of Selling, Determining Sales-Related Marketing Policies, Formulating Personal - Selling Strategy.	06
2.	Organizing the Sales Effort: The Effective Sales Executive, the Sales Organization, Sales Department Relations, Distributive - Network Relations.	06
3.	Sales Force Management: Personnel Management in Selling field, Recruiting Sales Personnel, Selecting Sales Personnel, Planning, Executing and Evaluating Sales Training Program, Motivating Sales Personnel, Sales Meetings and Sales Contests, Controlling Sales Personnel.	06
4.	Controlling the Sales Efforts: Forecasting Sales & Developing the Sales Budget, Quotas, Sales Territories, Sales Control and Cost Analysis.	06

Department of Management Studies (MBA)

5.	Marketing Channel Systems: Marketing Channel Concepts, Five Flows in Marketing Channel, Channel Participants, Environment of Marketing Channels, Bull-Whip Effect.	06
6.	Developing Marketing Channel: Electronic Marketing Channel, Selecting the Channel Members, Target Markets and Channel Design Strategy.	06

References

Text Books:

- Still, R.R. & Cundiff et al., Sales Management, Decision Strategies & Cases, Pearson

Reference Books:

- Bert Rosenbloom, Marketing Channels, Thomson Publications
- Pingali Venugopal, Sales and Distribution Management, An Indian Perspective, Sage Publishing
- Robert Cavin, Sales Management, McGraw Hill education.
- Tapan Panda, Sunil Sahadev, Sales and Distribution Management, Oxford University Press



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGM2034	Course Name: Services Marketing	3	-	-	3

Course Description:

Theoretical foundations and practical application of marketing of services are examined. Topics include the nature of services, marketing framework and the marketing mix for services, service encounter, human factor and service quality. This course focuses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses and the service component of manufacturing firms, a core theme is how customer value is created.

Course Learning Outcomes:

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

1. Identify the special management issues and unique challenges involved in marketing and managing services
2. Demonstrate the understanding of expectations of customers and know how to translate this knowledge into genuine value for customers
3. Interpret service behavior and service consumption in the light of service-dominant marketing logic and articulate the outcome to service marketing management
4. Appreciate, modify, and/or extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behavior of services and service firms' marketing behavior
5. Apply new approaches to managing customer satisfaction and loyalty

Prerequisite:

Basics of Marketing Management.

Course Content

Unit No	Description	Hrs.
1.	Foundations of Services Marketing: Introduction, Growth of the Service Sector, The Concept of Service, Characteristics of Services, Classification of Services, Services Marketing Mix.	06
2.	Marketing Mix and Delivering Quality Services: The seven P's, Causes of Service, Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap, Gaps in Service, Quality Standards, Factors and Solutions, The Service Performance Gap - Key Factors and Strategies for Closing the Gap.	06



Department of Management Studies (MBA)

3.	Customer Expectations of Service: Basic consumer behavior in service , Meaning and type, factors influencing customer service expectations , customer perceptions, customer satisfaction, service encounters.	06
4.	Understanding Customer Requirements: Using market research to understand customer expectations, Elements of effective research program, analyzing findings and upward communication. Relationship marketing, strategies and challenges.	06
5.	Managing Demand and Capacity: Capacity constraints, Demand patterns ,strategies for balancing, yield management - balancing capacity utilization ,pricing , market segmentation ,waiting line strategies , service and the bottom line	06
6.	Service recovery and Marketing of Service with Special Reference: Impact of service failure and recovery, service recovery strategies, service innovation and design, types of innovations, service blue printing. Marketing of Financial Services, Health Services, Hospitality Services, Educational Services.	06

References

Text Books:

- Valerie A Zeithmal & Mary Jo Bitner, Services Marketing, Tata McGraw Hill.

Reference Books:

- Harsh V. Verma, Service Marketing, Text and Cases
- Lovelock, Service Marketing, (People, Technology, Strategy), Pearson
- Francis Frei, A. Morris, Uncommon Service: How to win by putting Customers at the core of Your Business, HBR Press
- Venkat Ramaswamy, Francis Gouillart, the Power of Co-creation, Free Press Business.
- Young me Moon, Different: Escaping the Competitive Herd, Crown Business.



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGM2054	Course Name : Retail Marketing	3	-	-	3

Course Description:

This course introduces students to the fundamentals of Retail Marketing, addressing the needs of the fast-growing retail sector. It covers key strategies in target market selection, merchandising, pricing, employee management, and retail operations. Emphasizing strategic planning and modern distribution systems, the course provides an industry-relevant framework and applied learning approach to enhance students' understanding of retailing.

Course Learning Outcomes:

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

1. Acquire and apply relevant knowledge and skills to manage retail management issues
2. Formulate creative yet feasible solutions for customer care, store care, merchandise care and retail strategies.
3. Discuss and analyze the latest strategies required for the development of retail marketing.
4. Identify and evaluate challenges and opportunities concerning the applications of the latest retail strategies.
5. Elaborate the factors relating to visual merchandising, such as store layouts and presentation.

Prerequisite:

Basic understanding of the fundamental concepts of Retail Marketing and Retail Marketing trends.

Course Content

Unit No	Description	Hrs.
1.	Introduction and Perspectives on Retailing: An Introduction to the World of Retailing, Retail Management, Types of Retailers (Retail Formats) - Multichannel Retailing, Product Retailing vs. Service Retailing, Customer Buying Behavior, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario in retail Management.	06
2.	Theories of Retailing: Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Space allocation, location strategy, Objectives of Good Store Design.) – Human Resource Management, Information Systems and supply chain management & Logistics.	06

Department of Management Studies (MBA)

3.	Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling, Management of Modern retails -role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Planning Merchandise Assortments - Buying systems Buying merchandise.	06
4.	Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological.	06
5.	Retail Marketing Strategy: Retail Market Strategy, Retail promotion Strategies, Retail Finance Process, Financial Strategy & Competitive Advantage, Relationships. Growth Strategies & Opportunities. The Strategic Retail Planning Process.	06
6.	Retail Audit and ethics in Retailing: Undertaking an audit, responding to a retail Audit, Retail database, Customer Audits, Problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism.	06

References

Text Books:

- Levy & Weitz, Retailing Management, TMH.

Reference Books:

- Roger Cox, Paul Brittain , Retailing: An Introduction, Pearson Publication Approach, Pearson
- A Sivakumar, Retail Marketing Excel Books New Delhi.
- David Frederick Ross, Distribution, Planning and Control, Springer Science & Business Media.
- Michel Chevalier, Michel Gutsatz, Luxury Retail Management, Wiley Publication.
- Narendra Agrawal, Stephen A. Smith Retail, Supply Chain Management: Quantitative Models and Empirical Studies, Springer.
- Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGM2074	Course Name: Consumer Behavior

L	T	P	Credits
3	-	-	3

Course Description:

An understanding of the needs and behaviors of consumers is an intrinsic component of the development and implementation of successful marketing actions. Specific topics address the consumer decision process; situational and perceptual influences in consumer evaluation of marketing messages, products and services; motivation, learning and memory, personality, attitude and attitude change in marketing contexts; the influence of consumer demographics; and contextual influences on consumer behavior, including that of the online consumer. The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based, create, and enhance customer value.

Course Learning Outcomes:

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

1. Assess the relevance of consumer behavior to the entire marketing process.
2. Analyze the causes giving rise to consumer behavior with the theories.
3. Identify the learning process of consumer from marketing respective.
4. Design communication strategies for attracting consumers.
5. Discuss the impact of socio-cultural factors on consumer behavior.

Prerequisite:

Basic understanding of Consumer Behavior

Course Content

Unit No	Description	Hrs.
1.	Introduction to the Study of Consumer Behavior: Consumer Behavior: its Origin and Strategic Applications, Customer Value, Satisfaction and Retention, Market Research and Consumer Behavior, Market Segmentation, Criteria for Effective Targeting of Market Segmentation, Implementing Segmentation Strategies. The Consumer Decision Making Process. Psychological Influences, Sociological Influences on Consumer Decision Making, Post Purchase Behavior	06
2.	Consumer as an Individual: Consumer Needs & Motivation, Emotions and Mood, Consumer Involvement, Motivational Theories, Application and their implication for Marketers, Consumer Involvement, Consumer Involvement Models and Implications for Marketers.	06



3.	Consumers Learning: Elements of Consumer Learning – Motivation, Cues, Response, Reinforcement. Consumer Behavioral Learning Theories and their Implication for Marketers, Personality, Self-Concept and Self Image - Consumer Personality, Traits and Types, Theories of Personality - Freudian theory, Neo-Freudian Personality Theory, Trait Theory, Implications of Consumer Personality.	06
4.	Consumer Perception, Risk and Imagery: Consumer Perceptual Mechanism, Elements & Dynamics of Perception, Memory, Perception, Consumer Imagery and Perceived Risk.	06
5.	Consumer Communication: Consumer and Marketing Communication, Components of Communication, Persuasion, Designing Persuasive Communication - Communication Strategy-Target Audience, Media Strategy, Message Strategies, Message Structure & Presentation.	06
6.	Social Class and Mobility: Lifestyle Analysis, Culture, Sub-Culture and Cross Culture, consumer analysis, relevance for Marketers Influence of Culture on Consumer Behaviour - Sub Culture & Cross Culture. Consumer Advocacy Studies in India.	06

References

Text Books:

- Consumer Behavior, by Schiffman; Joe, Wisenblit; S.Ramesh.

Reference Books:

- Consumer Behaviour – Satish K Batra, S H H Kazmi
- Consumer Behaviour in Indian Context – K K Srivastava, Sujata Khandai



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGM2094	Course Name : Customer Relationship Management	3	-	-	3

Course Description:

This course explores Customer Relationship Management (CRM) and its role in marketing, sales, and service. It focuses on CRM as a strategy for acquiring, enhancing, and retaining customers to maximize shareholder value. Students will learn how businesses align processes with customer-centric strategies using people, technology, and knowledge. The course covers key CRM concepts, processes, and technologies that help organizations optimize customer relationships for competitive advantage and profitability.

Course Learning Outcomes:

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

1. Elaborate the major concepts and framework of customer relationship management
2. Discuss the core concepts of relationship marketing and its role in advancing business strategies.
3. Apply CRM practices and optimize marketing, sales, and service throughout the customer lifecycle.
4. Develop critical skills necessary for effectively managing customer and supplier partnerships.
5. Analyze the CRM benefits, applications, relevant technologies, and strategies for successful implementation.

Prerequisite:

The basic understanding of Customer Relationship Management.

Course Content

Unit No	Description	Hrs.
1.	Emerging Concepts and Context of CRM: CRM: fundamentals, evolution and Scope, The evolution and transformation of Customers, The nine truths of relationship Marketing, CRM, Marketing, & Relationship Marketing, Types of CRM, Operational, analytical & Collaborative, Relationship spectrum, Reasons for CRM failure.	06
2.	Types of Customers and customer Value: C C D Value: Customer segmentation reexamined, Types of customer and the relationship styles, Loyalty as a basis of segmentation, Customer Value: Concept and Characteristics, Customer value co-creation, Customer value Management, Customer Lifetime Value (CLV).	06
3.	Technology for Customer Relationship: Contact Center Technology, Interactive Voice Response (IVR), Speech recognition for Customer service, Computer Telephony Integration (CTI),	06

Department of Management Studies (MBA)

	Automatic Call Distribution (ACD), Customer Complaint Management Technology, Front desk Management Technology, electronic Queue Management System, payment Technology, Customer Self-service Portals, CRM Technology.	
4.	Managing Customer Relationship: Introduction, Pre industrial age, Industrial age, Service Economy Age, Knowledge Economy Age. Key principles of Relationship Management, Techniques and applications to manage Relationships, Acquisition stage, Post Acquisition stage, Acquisition cost Versus relationship cost, Experiential relationship framework.	06
5.	Developing and Deploying CRM Strategy: Planning CRM implementation, Framework for building CRM Strategy - Value Discipline Model, CRM Program Life cycle, Strategy Planning and development process, Eight Building Blocks of CRM. Preparing for CRM Rollout, New Role Elaboration, Creating an organization governance structure for CRM rollout.	06
6.	CRM Measurement: What to measure and How to Measure: What needs to be measured: Attitudinal and Behavioral Loyalty, CRM Metrics, Loyalty programs: An Assessment, Types of customer metrics, Approaches in KPI development, Measures to align balanced score card, Measures to motivate and measures to improve, Customer Scorecard	06

References

Text Books:

- Francis Buttle, Stan Maklan Customer Relationship Management, Concepts and Technologies, Publisher Routledge

Reference Books:

- G Jason Goddard, Gerhard Raab Riad A Ajami, Customer Relationship Management: A Global Perspective, CRC Press Publishing Ltd.
- Jagdish N Sheth, Atul Parvatiyar, G Shainesh. Customer Relationship Management, Emerging Concepts, Tools and Applications, Tata McGraw-Hill private Limited.
- Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management, Concepts and Application, Biztantra.
- Mukerjee Kaushik, Customer Relationship Management, A Strategic Approach to Marketing, PHI Learning Pvt. Ltd.
- Kristin Anderson, Carol Kerr: Customer Relationship Management, McGraw Hill Professional.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGM2114	Course Name: Digital Marketing	3	-	-	3

Course Description:

Digital marketing has become one of the most important elements of any business to grow and flourish in today's world. Many companies are starting to recognize and realize the untapped potential of digital marketing, which can do wonders for their business. The constant evolution of digital marketing and the active embracement of companies are creating new jobs and career opportunities for students. As the world is moving towards digitalization, students need to adopt and apply the concepts and techniques of digital marketing.

Course Learning Outcomes:

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

1. Explain the role, relevance, concepts, and advantages of Digital Marketing overall marketing.
2. Discuss the latest digital marketing trends and skill sets needed for today's marketer.
3. Apply the tools and techniques in Digital Marketing for marketing in a practical environment.
4. Apply web-based marketing tools to incorporate new media into traditional media and marketing planning.

Prerequisite:

Basic understanding of marketing and marketing media available.

Course Content

Unit No	Description	Hrs.
1.	Digital Marketing Overview: About Digital Marketing, Internet Marketing, Hierarchy in Digital Marketing, Competition Analysis Scope & Career Opportunities, Benefits of Digital Marketing, components of Digital Marketing, Digital Mining & Digital CRM Strategy, The digital advertising ecosystem, and attribution and pricing models for Digital Advertising	06
2.	Search Engine Optimization (SEO): Off-Page Optimization, Competitor analysis, Search engine submission, Directory submission, Social Bookmarking, Article submission, Press release submission, Forum posting commenting, Blog creation, Google mapping/listing RSS feeds, Video optimization, Google Keyword Planner, Google Analytics,	06
3.	Social Media Optimization (SMO): Social Media tools for Marketing: Twitter: Twitter marketing strategies, Advertising on Twitter, Tools for Twitter marketing LinkedIn: LinkedIn marketing strategy, LinkedIn profile setup, LinkedIn company profile setup,	06

Department of Management Studies (MBA)

	LinkedIn network building, Pinterest: Setting up Pinterest for business, Pinterest marketing strategies Generating traffic from Pinterest.	
4.	Pay per Click (PPC): PPC Basic: importance and benefits, PPC campaigns, Difference between PPC and SEM, Google Ad Words Introduction to AdWords, importance of Google Ad Words Working of Ad words, setting up Ad words account, Types of networks, Ad words structure, Ad campaign, Types of ad campaign,	06
5.	Email Marketing: Concepts of Email Marketing, Email marketing policies and guidance, making an email campaign, making an email database, Campaign Strategies - Designing an Email, Minimize Spam, Ratio Bounce rate, Analytics & reporting.	06
6.	Cybercrime and Security: Modus operandi of cybercrime and their remedial measures, online frauds and investigation, Safe surfing, Snooping, Email Crimes and investigation, Facebook / Twitter / LinkedIn crimes and investigation	06

References

Text Books:

- Alan Charles worth Digital Marketing, A Practical Approach, Routledge.

Reference Books:

- Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Publication.
- Vandan Ahuja Digital Marketing Oxford University Press India.
- B2B Digital Marketing: Using the Web to Market Directly to Businesses Que Biz-Tech Michael R. Miller Publisher Que Publishing



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGM2134	Course Name: Integrated Marketing Communications

L	T	P	Credits
3	-	-	3

Course Description:

This course is an applied course with a complete immersion into the study and practice of advertising and promotion management within the context of the integrated marketing communications paradigm, where students develop and write a promotion plan. The aim of this course is to provide students with an understanding and awareness of marketing communication issues and how advertising theory differs, adapts and changes with reference to modern issues, the unique challenges faced by advertisers and the application of relevant theory in practice. The course focuses on developing an enhanced understanding of the nature, scope and dimensions of the advertising discipline within the contexts of business and society.

Course Learning Outcomes:

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

1. Apply the fundamental principles of advertising for developing the contemporary marketing strategies.
2. Interpret the process of effective implementation of media planning.
3. Analyze the various implemented strategies for Direct Marketing.
4. Create advanced strategies for advertising campaign development.
5. Develop the creative solutions to address international marketing communications challenges.

Prerequisite:

The basic understanding of Marketing Communications is required.

Course Content

Unit No	Description	Hrs.
1.	Role of IMC in marketing process: IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.	06
2.	Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used, Emphasis on Data-Driven Insights	06
3.	Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising, cross-channel integration. Media	06

Department of Management Studies (MBA)

	strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.	
4.	Direct Marketing: Features, Functions, Growth, Advantages Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity, Personalization and Customization. Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising, Role, Types, Limitations, PR Vs Publicity.	06
5.	Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.	06
6.	International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising. Industrial advertising: B 2 B Communication, Special issues in Industrial selling.	06

References

Text Books:

- William F Arens, Michael F. Weigold, Christian Arens, Contemporary Advertising & Integrated Marketing Communications.

Reference Books:

- William D. Wells, John Burnett, Sandra Moriarty, Advertising - Principles and Practice, Pearson Education, Inc.
- George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, Tata McGraw Hill Education Private Ltd.
- Larry Kelly & Donald W. Juganheimer & Kim Sheehan, Advertising Media Planning; A Brand Management Approach.
- Rajiv Batra, John. G. Myers, David A. Aaker, Advertising Management, Published by Dorling Kindersley India Pvt. Ltd.
- Manendra Mohan, Advertising Management Concepts & cases, Tata McGraw Hill
- Kruti Shah & Alan D'Souza, Advertising and Promotions, Tata McGraw-Hill



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGM2154	Course Name: Strategic Marketing Management	3	-	-	3

Course Description:

The aim of Strategic Marketing is to provide students with the necessary skills to adopt a strategic approach to the planning and control of the marketing function within an organization, with the aim of developing a sustainable competitive advantage. The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs. This course 'pulls together' what has been learned in earlier marketing courses and introduces marketing decision making and planning frameworks in the global environment: exploring strategy options; opportunity analysis; strategy setting and implementation. It also provides an opportunity to engage in a business simulation and to apply previous knowledge through case studies and projects. This approach helps students to develop diagnostic, critical and communication skills.

Course Learning Outcomes:

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

1. Apply strategic concepts and theories and their application in marketing environments.
2. Compare and contrast the key principles of marketing strategy
3. Research and analyze marketing strategies in different contexts
4. Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.
5. Employ strategies and processes, which assist independent learning.

Prerequisite:

The basic understanding of business level marketing strategy is required.

Course Content

Unit No	Description	Hrs.
1.	Strategic Marketing Management: Objectives & concept of Strategic Marketing Management, Strategy Definition, Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.	06
2.	Strategic Marketing Analysis: SWOT Analysis, GAP Analysis, Competitive Analysis, Porter's 5 forces Model of competition as basic foundation of Strategic Marketing and for analyzing and improving organizational effectiveness.	06
3.	Marketing Strategy Implementation: Integration of Marketing Strategies and their application to different business sectors FMCG, Industrial, & Services. Constraints in marketing strategy	06

	implementation.	
4.	Specific Strategy Initiatives: New Product Development and Introduction Strategies, Planned or Unplanned Strategy Withdrawals / Obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.	06
5.	Marketing Strategy Evaluation: Marketing Audits & their scope, Measurement of Marketing Performance and its feedback to next year's marketing strategy formulation	06
6.	Marketing Strategy Case Studies: (One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.	06

References

Text Books:

- David A. Aaker, Damien McLoughlin, Strategic Marketing, Wiley Publication.

Reference Books:

- Donald J. Bowersox, M. Bixby Cooper Strategic Marketing Management, Tata McGraw Hill.
- Subhash C Jain, Marketing Planning & Strategy, Cengage Publication.
- Chernev, Alexander, Strategic Marketing Management, Publisher Cerebellum Press
- Richard M.S. Wilson, Colin Gilligan, Strategic Marketing Management, Routledge Publication.



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

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	Employee Engagement and Development
8	MGH2174	Conflict & Negotiation Management



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGH2014	Course Name: Compensation Management	3	-	-	3

Course Description:

Compensation management is key to the whole HRM system. It plays an important role to obtain, retain and motivate people. A good compensation management system adds value to the competitiveness of the company by helping companies to attract good talent and motivate them to work towards the goals of the company. It's necessary for managers and HR professional to understand what compensation is about and how to design an effective compensation system. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

Course Learning Outcomes:

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

1. Apply the knowledge to solve compensation related problems in organizations
2. Design rational and contemporary compensation systems in modern organizations
3. Develop and maintain pay system within the organization
4. Evaluate various employee incentive programs and fringe benefits.
5. Assess and resolve compensation-related issues within an organization.

Prerequisite:

Basic understanding of Human Resource Management

Course Content

Unit No	Description	Hrs.
1.	Compensation Management: Economic concepts and theories for compensating human resources, Minimum wages, Fair Wages, just wages and efficiency wages, Human capital and its implications for compensating human resources, Determinants of intra and inter-industry differentials in compensation	06
2.	Strategic Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, Competency Mapping, compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay.	06
3.	Wages & Salary Administration: Wage & salary surveys, Wage Boards Wage fixation & Wage Policy, Salary Structure, Fixed cash Benefits, Retirees & Social Security, Variable Pay, Incentives, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization	06

Department of Management Studies (MBA)

4.	Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package	06
5.	Provident Fund & Income Tax: Employee's State Insurance Corporation (ESIC), Gratuity, Superannuation, Bonus under Payment of Bonus Act, Tax Planning, Tax implications of Compensation Package to Employee, Provisions to minimize Tax liability. Creating the Strategic Reward System	06
6.	International Compensation - Global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world - CEO pay in a global context - Beyond compensation	06

References

Text Books:

- George T. Milkovich, Terry M. Newman, C.S. Venkata Ratnam, compensation Management, McGraw Hill Education

Reference Books:

- David Kelly Incentive Compensation Management Cengage Learning
- Michael Armstrong & Ann Cummins the Reward Management Toolkit Kogan page.
- George W. Bohlander, Scott A. Snell Principles of Human Resource Management Cengage Learning.
- B. D. Singh, Compensation & Reward Management.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGH2034	Course Name : Performance and Rewards Management	3	-	-	3

Course Description:

This course will serve as an introduction to Human Resource Analytics. This course explores the use of analytics within the Human Resource discipline, through guest speakers and class case studies, HR Analytics will specifically focus on the applied methods and techniques with an output orientation for improving the human resource functions in large-scale organizations. The frameworks, models, and hands-on analytical approaches will equip the participants with developing the SMART (specific, measurable, attainable, reliable, and time bound) targets and identifying business contributions of the HR function.

Course Learning Outcomes:

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

1. Describe the fundamental concepts of HR Analytics.
2. Apply data analysis methods utilizing relevant software tools.
3. Recognize and employ essential HR metrics.
4. Forecast budget figures for HR costs.
5. Evaluate workforce productivity and performance metrics

Prerequisite:

Basic Understanding of Human Resource and Excel.

Course Content

Unit No	Description	Hrs.
1.	Introduction to HR Analytics: Role of Analytics, Defining HR Analytics, Evolution of HR Analytics and data sources HCM: 21 Framework. Use of workforce analytics to improve decision making. Analytics and Prediction.	06
2.	HR Metrics and Predictive Analytics: Importance of HR Analytics. Data Analytic techniques using software packages. HR Metrics and HR Analytics; Steps involved in predictive analytics: Determine key performance indicator, Analyze and report data, Interpreting the results and predicting the future.	06
3.	Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Linking HR measures to business results; Choosing the right measures for scorecards; Identifying and using key HR Metrics.	06

4.	Forecasting budget numbers for HR costs: Workforce planning, including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions	06
5.	Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.	06
6.	Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues	06

References

Text Book:

- Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
- Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons

Reference Book:

- The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover, Jacfitz-Enz



Class:- Second Year M.B.A.	Semester-III
Course Code: MGH2054	Course Name: Organizational Development and Change

L	T	P	Credits
3	-	-	3

Course Description:

The course explores the history, major trends, and ethical and professional issues in the organizational development field, while illustrating the OD practitioner's analysis, data gathering, intervention processes and techniques, diagnosis and final recommended changes through readings, discussion postings, applied exercises, case studies and student research. Explores problems in introducing change in organizations, theory, and methods of intervention in organization development.

Course Learning Outcomes:

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

1. Demonstrate an understanding of the foundational theories of planned change and system theory,
2. Apply the process of Organizational Development to effectively solve business problems.
3. Analyze and evaluate special applications of OD in various contexts
4. Design and implement OD interventions,
5. Discuss strategies for effectively engaging stakeholders in the OD process.

Prerequisite:

Basic understanding of organizational behavior & Principle & practices of management.

Course Content

Unit No	Description	Hrs.
1.	Process of Organizational Development: Solving problems of a business firm, Process of OD, Entering & contracting, Diagnosing organizations, Groups & jobs, Various Stems- Laboratory training, survey action research, Socio-technical, Socio-clinical, Values, assumptions & beliefs in OD.	06
2.	Special Applications of Organization Development: Extents of applications, Value study (Indian Perspective) Organization development for Economic, Ecological, and Social Outcomes, Organization Development in Nonindustrial Settings, Health Care, School Systems, Public Sector, and Family-Owned, Future directions in Organization Development.	06
3.	Teams: A foundation of OD: Theories of planned change, System theory, Teams & Teamwork, Parallel learning structure, A normative reductive strategy of changing diagnostic models, Techniques of Organizational Diagnosis	06

4.	Organizational Change: Leading & Managing change, Organizational growth and its implication for change, Kurt Lewin's model of change, John P. Kotter model, Force field analysis, Change cycles, Power and participative types, Organizational renewal and re-energizing, Institution building, Creativity and innovation.	06
5.	OD Intervention: Designing interventions, Human process interventions, Techno structural interventions, restructuring organizations, Strategic change interventions, Team Intervention, Employee involvement, Work design, Developing & assisting members	06
6.	Trends in Organization Development: OD-HRD interface, OD in global settings, OD research and practice in perspective, Challenges and future directions in OD.	06

References

Text Books:

- Cummings And Christopher Worley, Organizational Development And Change.

Reference Books:

- French, W.L. and Bell, C.H., Organization development, Prentice, Hall, New Delhi.
- Cummings, T. G., organization development and change, South Western.
- Fred Luthans, Organisational Behaviour An Evidence based Approach McGraw Hill
- Dipak kumar Bhattacharya Organizational change & development OUP India publisher.
- John P. Kotter Accelerate: Building Strategic Agility for a faster moving world, Harvard Business Review Press.



Class:- Second Year M.B.A.	Semester- III
Course Code: MGH2074	Course Name: Industrial Relations and Labour Laws

L	T	P	Credits
3	-	-	3

Course Description:

This course focuses on institutional structures, policies and procedures in industrial relations conflict resolution under arbitration and bargaining. The course covers topics and issues of importance in the employment and industrial law field. Others include the nature and purposes of the legal system and industrial law, the law concerning the contract of employment, Trade union law and industrial law powers of governments.

Course Learning Outcomes:

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

1. Acquire a theoretical and practical perspective on many aspects of industrial relations.
2. Analyze the various forms and causes of Industrial disputes & Apply the suitable dispute settlement machineries accordingly.
3. Discover the suitable collective bargaining process & implement collective settlement process successfully.
4. Evaluate the various wage related laws for implementing fair and legal employee payments.
5. Apply the knowledge of various industrial laws to contribute to organizational capability & employee wellbeing..

Prerequisite:

Basic understanding of Human Resource Management.

Course Content

Unit No	Description	Hrs.
1.	Structure and Evolution of Industrial Relations: Industrial Relations Perspectives, Conflict model Vs. Collaboration model, Globalization and the emerging socio-economic scenario and their impact on Industrial Relations, I.R and the State, Role of state, Legal Framework of Industrial Relations, Models of IR- Dunlop's and Marxist perspectives of IR	06
2.	Trade Unions: Introduction to The Trade Union Act, Emerging changes in Trade Unions Prevention of Unfair Labour Practices Act, 1971.	06
3.	Discipline and Disputes: Industrial Disputes Act - Negotiation, Mediation, Arbitration, Works Committee, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal; Role of Judiciary & its impact on industrial relation. Disciplinary procedures and Grievance management machineries, , Negotiation and Collective Settlements, Productivity Bargaining	06

Department of Management Studies (MBA)

	and Gain Sharing, Employee empowerment, Worker participation in Management and their impact on Quality of Work Life and Industrial Relations.	
4.	The Acts related to Wages: The Payment of Wages Act :Objectives, Application, Responsibility for payment of wages; Fixation of wage periods; time-limits; Sections# 1to 26, Minimum wages act 1948 section# 2,4, to 18, 26 Equal Remuneration Act 1976	06
5.	The Payment of Bonus Act: Scope and Application; Calculation of amount payable as Bonus; Application of Act in Establishment in Public Sector; Bonus linked with Production or Productivity Sections # 2,4	06
6.	Employee Welfare Acts & Miscellaneous Provisions Act: Employee Provident fund & Miscellaneous Provisions Act, The payment of Gratuity act-1972, The Maternity Benefit Act, 1961, Industrial employment (Standing order act) 1946, The Bombay Industrial Relation act 1946	06

References

Text Books:

- N.D. Kapoor, Mercantile Law, Himalya Publications

Reference Books:

- Venkataratnam, C. S., Industrial Relations: Text and Cases. Delhi. Oxford University Press
- Michael Salamon, Industrial Relations, Theory & Practice. London. Prentice Hall.
- Garry Desslar, Human Resource Management, Pearson Education Asia
- Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company
- M. Sarma Industrial Relations & Labour Laws Pearson Education
- Sen R., Industrial relations: text and cases. New Delhi: Macmillan Publishers



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGH2094	Course Name: Human Resource Planning	3	-	-	3

Course Description:

This course examines the impact of corporate and business strategy on human resources management. It stresses the importance of aligning human resources management policies and practices with organizational strategy. A strategic human resources planning model is introduced and includes the following elements: organizational strategy, HRM strategy, environmental influences on HRM, job analysis, HR management systems, forecasting supply and demand. Various corporate strategies in today's workplaces are examined in conjunction with their significant effect on human resources planning.

Course Learning Outcomes:

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

1. Explain the theory and concepts of human resource planning
2. Apply the models and methods used in forecasting.
3. Demonstrate the applications of a succession analysis & planning.
4. Evaluate the organization's planning program.

Prerequisite:

Basic understanding of Principles & Practices of Management & Human Resource Management.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Human Resource Planning: Approaches to Human Resource Planning, Concept, Need for Human Resource Planning, Objectives Types of HR Plan, Dimensions of Human Resource Planning, Rate of Return Approach and Manpower Requirement Approach, Human Resource Planning Process, , Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.	06
2.	Developing the Strategic Staffing/ Workforce Planning Process: Placing strategic staffing, Designing strategic staffing/ workforce planning process. Staffing models, Effective strategic staffing, Working Conditions and the Working Environment, Work measurement,	06
3.	Implementing & Supporting HR Planning Process: Implementing process effectively, placing strategic planning within business context, , Developing HRP websites, supporting strategic HRP, HR structure & required skills.	06
4.	Organizational Workforce & Demand Forecasting: Forecasting future manpower movements, Control and Evaluation,	06

Department of Management Studies (MBA)

	Environmental scanning, Human Resources Environmental Scan., Executive and Non, Executive Cadres, Behavioral Model of Human Resource Planning, Supply Analysis, Manpower wastage Qualitative & Quantitative techniques, Labour wastage analysis, Retention Strategies; Retirement Planning, HR Metrics.	
5.	Strategic HR Planning: Need for strategic HRM, Models of business strategy and their role in deciding HR practices, Strategic HR Planning model, Strategies and HR practices, 360-degree impact of merger & acquisition, HR planning for mergers & acquisitions, Changes brought in various HR issues	06
6.	Succession Management: Evolution & Process of Succession management, Role of employee in Succession management, HRP & Retention management, Succession analysis and planning and managing HR shortages and surplus, Downsizing & Restructuring, controlling attrition	06

References

Text Books:

- Gary Dessler, Human Resource Management, Prentice Hall of India
- Human Resource Planning ND development, Lakhan Singh, Nidhi Singh, Thakur Publications.

Reference Books:

- Kenneth McBey, Ying Hong, Margaret Yap Strategic Human Resources Planning Cengage
- Monica Belcourt, Kenneth J. McBey; Thomson: Strategic Human Resources Planning Nelson Canada publisher
- Paul Turner HR Forecasting & Planning, PHL Jaico publishing house
- Snell/ Bohlander Human Resource management Cengage Learning
- William j Rothwell, H C Kazanas Planning & Managing Human Resources Jaico publishing house
- Lawrence S. Kleiman Human Resource Management Biztantra
- Arun Sekhri Human Resource Planning & Audit Himalay Publishing House



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGH2114	Course Name: Strategic and International Human Resource Management	3	-	-	3

Course Description:

The course emphasizes practical activities, ranging from assessment of the global economic environment and organizational culture to the analysis of competencies and the implementation of human resource decisions. Students carry out a detailed strategic analysis of a human resource management issue in their organizations and in doing so learn how to effectively manage human resources in a way that contributes to improved performance, productivity, and morale. Also provides a comprehensive overview of international human resource management (IHRM) as it is practiced in the multinational enterprise. The course recognizes the complexities and critical challenges encountered.

Course Learning Outcomes:

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

1. Differentiate between traditional HRM and Strategic HRM
2. Identify opportunities and challenges pertaining to international HRM;
3. Develop competency in dealing with cross cultural situations;
4. Compare and contrast Global and Domestic HRM practices
5. Interpret cultural and social factors influencing International HRM

Prerequisite:

Basic Understanding of Human Resource Management & organizational behaviour

Course Content

Unit No	Description	Hrs.
1.	Strategic Human Resource Management: Importance of strategic HRM, Objectives of SHRM, Difference between traditional HRM & strategic HRM, Challenges of SHRM, 5- P model of strategic HRM, Outcome of strategic HRM	06
2.	Strategic Human Resource Management Process: Environment Scanning, Strategy formulation, Strategy implementation, Evaluation and control, Role of HR- translating strategy into HR policy, Types of strategic HRP, Strategic issues in recruitment, selection, training & Performance Appraisal, Competency Mapping- Meaning, Process & Competency model, Employee separation - Reasons & Consequences.	06
3.	Strategies for Improving Organizational Effectiveness: Strategies of Organizational Transformations, Mergers & Acquisitions, Strategies for improving Organizational Culture, Learning Organization and employee engagement, Challenges for the HR Manager, managing work force	06

	diversity.	
4.	International HRM: Difference between Global & Domestic HRM, Strategic Global HR- Purpose, Selection, Orientation, Ethnocentric, Polycentric, Geocentric approaches, Repatriation & Expatriation- Meaning, Processes, Problems	06
5.	International Strategic Human Resource Management: Introduction, Value Creation, Global Strategic Management Process, MNC's Business Strategy & HRM Strategies, Formulation of alternative business unit level strategies, Collaborative Strategies.	06
6.	Social & Cultural Context of IHRM: What is Culture, why does culture differ, Cultural sensitivity, Social Environment, Hofstede's model of four cultural dimensions.	06

References

Text Books:

- Jeffrey A. Mello, Strategic Human Resource Management, South Western College publication

Reference Books:

- Charles.R.Greer. Strategic Human Resource Management. Pearson Education
- Fred.K.Faulkes Strategic Human Resource Management. Prentice Hall
- Rajib Lochan Dhar Strategic Human Resource Management, Excel Books
- Mendenhall M. & Oddou G, Readings and Cases in International Human Resource Management. South-Western College Publishing
- Dennis R. Briscoe., International Human Resource Management. Prentice Hall
- Nancy Adler., International Dimensions of Organizational Behavior. South-Western College Publishing



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGH2134	Course Name: Employee Engagement and Development	3	-	-	3

Course Description:

This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: need analysis, program design & development, administration, delivery and training program evaluation. Other topics include adult learning theory, transfer of training, career planning, counselling, training techniques, budgeting and trends in training.

Course Learning Outcomes:

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

1. Analyze the role training in organizational development.
2. Effectively assess the training needs at the organization and able to design the appropriate training calendar.
3. Based on training need analysis design the effective & relevant training modules.
4. Implement training methodologies for impactful outcomes
5. Measure the effectiveness of the training programs using various defined methods.

Prerequisite: Basic understanding of Human Resource Management.

Course Content

Unit No	Description	Hrs.
1.	Training Process: Investments in training, System approach to training, Training process, Role of Training and Development in HRD, Organizational Effectiveness; Stakeholders in Training, Roles and Expectations.	06
2.	Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, Output of TNA, Methods used in TNA.	06
3.	Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning, Principles of Learning, Individual differences in learning, Learning process, Learning curve, Learning management system, Skills of an Effective Trainer, Use of Audio-Visual Aids in training, Computer Aided Instructions, Distance Learning, Open Learning, E- Learning & Use of technology in training.	06
4.	Designing Training Modules: Models of organizing the training department, Organization of Training and Development programs, Training design, kinds of training and development	06

Department of Management Studies (MBA)

	programs, Competence based and role based training, Orientation and socialization, Diversity training, Choice of training and development methods, Preparation of trainers, Developing training materials, Self- development, Training process outsourcing.	
5.	Training Evaluation: Reasons for evaluating Training and development programs, Problems in evaluation, Evaluation process, Different evaluation frameworks, Problems of Measurement and Evaluation, ROI approach, Costing of training, Measuring costs and benefits of training program, Kirkpatrick Model of Training Effectiveness.	06
6.	Special issues in Training and Development: Team training and six sigma training; Electronic Enabled Training Systems (EETS) Training and development initiatives of some selected companies from private and public sectors and MNCs. Training issues related to internal need of companies.	06

References

Text Books:

- Raymond A Non-Employee Training & Development Tata McGraw Hill Education

Reference Books:

- Dr. B. Janakiram Training & Development biztantra
- Elaiene Biech Training & Development A Wiley Brand
- Trvelove, Steve, Handbook of Training and Development, Blackwell Business
- Craig, Robert L., Training and Development Handbook, McGraw Hill
- Dick handshaw, Training That Delivers Results: Instructional Design That Aligns with Business Goals American Management Association



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGH2174	Course Name: Conflict and Negotiation Management	3	-	-	3

Course Description:

Negotiation and Conflict Management presents negotiation theory – strategies and styles – within an employment context. In addition to the theory and exercises, presented in class, students practice negotiating with role-playing simulations that cover a range of topics, including difficult situations such as conflict resolution mentoring and an emergency. Third- party skills include helping others deal directly with their conflicts, mediation, investigation, arbitration, and helping the system change as a result of a dispute.

Course Learning Outcomes:

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

1. Analyze the key practical and theoretical concepts of managing and resolving conflicts.
2. Demonstrate a comprehensive understanding of conflict,
3. Design effective conflict management approaches by analyzing the nature of conflict.
4. Apply conflict management techniques to effectively resolve interpersonal conflicts.
5. Develop negotiation skills and strategies necessary for successful conflict resolution.

Prerequisite:

Basic understanding of organization behavior & Principle & practices of Management.

Course Content

Unit No	Description	Hrs.
1.	Conflict Management: Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict, Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict intrapersonal, interpersonal, group & organizational sources.	06
2.	Conflict Management Design: Nature of conflict Management, Types of Conflict, models of conflict, contingency approach, conflict management process, the conflict domain, Conflict trends, conflict distribution, conflict mapping and tracking.	06
3.	Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution	06

4.	Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, and new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.	06
5.	Negotiations: Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations	06
6.	Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation. Third Party Intervention	06

References

Text Books:

- B D Singh, Managing Conflict & Negotiation Excel book Publication

Reference Books:

- Roy J. Lewicki, Essentials of Negotiation Mc Graw Hill Publication
- Deepak Malhotra, negotiating the impossible: how to break deadlocks and resolve ugly conflicts Harvard business school
- L and Thomas d., Cavanagh alternative dispute resolution in business west publishing
- Bargaining for advantage: negotiation strategies for reasonable people



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

Financial 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



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGF2014	Course Name: Indian Financial System	3	-	-	3

Course Description:

The Indian Financial System course provides an in-depth understanding of the structure and functioning of financial systems in India. Students will explore the components of the Indian financial system, including the roles and interrelationships of financial markets, institutions, and services. The course covers the operations and significance of banking and non-banking financial companies (NBFCs), mutual funds, and the growing field of behavioral finance, examining how psychological factors influence financial decision-making. Through this course, students will gain comprehensive insights into the mechanisms driving the Indian financial ecosystem, preparing them for careers in finance and enhancing their ability to make informed financial decisions.

Course Learning Outcomes:

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

1. Understand the role of financial products and institutions.
2. Demonstrate knowledge of financial markets and key terms.
3. Apply knowledge of financial services in India.
4. Describe the functions of banking and NBFCs.
5. Analyze the need for mutual fund investment.

Prerequisite:

The prerequisite for this course is awareness of the financial market & various financial services.

Course Content

Unit No	Description	Hrs.
1.	Introduction to the Indian Financial System: Definition and significance, financial system functions and structure/organizational structure of the Indian financial system & its major components. objectives and functions of regulatory promotional institutions: RBI, SEBI, IRDA.	06
2.	Financial Markets: Introduction to primary market: public issue, right issue, and private placement. steps in public issues, primary market intermediaries, secondary market: stock exchanges, functions of financial markets, money market; meaning, instruments, features of the instruments. commodities market: concept, working of commodities market, regulation, advantages.	06
3.	Financial Services: Venture capital; concept, objectives, venture capital investment process, dis-investment mechanism, insurance; concept, principles of insurance, types, credit	06

Department of Management Studies (MBA)

	rating; concept, credit rating agencies in India, leasing: concept, types of leases, rationale for leasing, mechanics of leasing, leasing as financing decision.	
4.	Banking & NBFC: Nature & functions of commercial banking, management of NPA, nature and functions of development banks, development of finance institutions: IDBI, ICICI, IFCI. role of development banks in the development of the economy. nature and functions of merchant banks. non-banking financial corporation-major functions of NBFC, RBI guidelines.	06
5.	Mutual Funds: Concept of mutual funds, objectives and benefits of mutual funds, types of mutual funds, evaluation of performance of mutual funds.	06
6.	Behavioral Finance: Psychology and market people. Investors, portfolio managers, analysts. Bounded rationality in real market conditions. Decision-making process and behavioral biases.	06

References

Reference Books:

- S.P.Singh: Indian Financial System, Wisdom Publication.
- Vasant Desai: Financial Markets & Financial Services, Himalaya Publishing House.
- S.B. Verma: Indian Financial System, Vayu Education of India.
- Desai Vasant: The Indian financial system and development, Himalaya Publishing House.
- Rao Pramod & Phuskele P: Indian financial system emerging trends, The ICFAI University Press.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGF2034	Course Name: Financial Markets & Institutions	3	-	-	3

Course Description:

The Financial Markets and Institutions course offers an in-depth overview of the financial environment, covering debt and equity security markets, derivative markets, commercial banking, and non-bank financial institutions. Students will gain insights into the instruments, participants, and dynamics of these markets, and learn how derivatives manage financial risk. The course equips students with the analytical skills needed to understand and navigate the complexities of financial markets and institutions.

Course Learning Outcomes:

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

1. Understand the financial environment.
2. Analyze the operations in debt security markets.
3. Evaluate the role of participants in equity markets.
4. Explore the functions of derivative security markets.
5. Examine the recent technologies used in financial markets.

Prerequisite:

The prerequisite for this course is awareness about various financial services.

Course Content

Unit No	Description	Hrs.
1.	Overview of the Financial Environment: Role of financial markets and institutions, interest rates, interest rates change, the effect of interest rates on risk and term structure, functions of the central bank, and monetary policy.	06
2.	Debt Security Markets: Money markets, bond markets, mortgage markets, primary market: process issue of capital, regulations, legalities, pricing of issue, methods of issue, book-building, road-show, intermediaries: commercial banks, development banks, custodians, merchant bankers, issue managers, rating agencies, etc. rating agencies, etc.	06
3.	Equity Market: Stock offerings and investor monitoring, market microstructure, and strategies, basics of the pricing mechanism, players on the stock exchange: investors, speculators, market makers, bulls, bears, stags, stock exchange regulations, stock exchange board, stock indices, the role of investment bankers, regulations for primary markets & secondary markets.	06

4.	Derivative Security Markets: Financial futures markets, options markets, swap markets, foreign exchange derivative markets, strike price, interest rate, time to expiration, basic option strategies.	06
5.	Blockchain and Cryptocurrency: Definition and key concepts of blockchain, Evolution and history of blockchain technology, Features and types of blockchains, Overview of popular cryptocurrencies, Stablecoins and Central Bank Digital Currencies (CBDCs), Initial Coin Offerings (ICOs) and Tokenomics, Payments and remittances using blockchain, The future of digital currencies and financial ecosystems.	06
6.	Commercial Banking and Non-Bank Operations: Commercial bank operations, Thrift operations, finance company operations, mutual fund operations, securities operations, insurance and pension fund operations, their status, types, working and strategies for commercial viability.	06

References

Reference Books:

- Frederic Mishkin, Stanley Eakins, Financial Markets and Institutions, Pearson.
- Peter Howells, Keith Bain, Financial Markets and Institutions, Prentice Hall.
- L. M. Bhole & Jitendra Mahakud, Financial Institutions & Markets, Tata McGraw Hill Education Pvt. Ltd.
- B. V. Pathak, The Indian Financial System, Pearson Education.
- Madura J: Financial markets and institutions, Cengage Learning.



Class:- Second Year M.B.A.	Semester-III
Course Code: MGF2054	Course Name: International Finance

L	T	P	Credits
3	-	-	3

Course Description:

An increase in international trade and the related flow of finance has contributed significantly to the importance of financial management beyond the domestic borders. In this course, student will learn that by understanding the financial decision-making framework from an international perspective, comprehending the global environment of business finance. This course provides students with knowledge of and competence in identifying the nature of foreign exchange risk and various types of foreign exchange exposure that company face, as well as in using main techniques of hedging foreign exchange risk.

Course Learning Outcomes:

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

1. Elaborate the fundamental of international business, finance as well as international financial markets.
2. Apply the knowledge of exchange rate mechanism in foreign exchange operations.
3. Discuss various risk management strategies and techniques for decision-making.
4. Assess asset and liability management techniques used in international business.

Prerequisite:

The prerequisite for this course is awareness about fundamentals of financial management & its importance.

Course Content

Unit No	Description	Hrs.
1.	The International Financial Environment: Multinational Financial Management: An Overview, International Business Methods, International Monetary System, International Financial Institutions, Development Banks, Balance of Payments.	06
2.	The Foreign Exchange Markets: The Foreign Exchange Market, Types of Transactions, Exchange Rate Quotations, Determination of Exchange Rate in Spot Market and Forward Market. Different types of Arbitrage.	06
3.	Exchange Rate Mechanism: Derivative, Foreign Currency Futures, Foreign Currency Options, Conditions Theories of Foreign Exchange Rate Movement and International Parity.	06
4.	Managing Foreign Exchange Exposure & Exchange Control Regulations: Management of Foreign Exchange Exposure, Techniques of covering risks, Internal and External. Export Credit Guarantee Corporation, EXIM Bank, Export Import Financing Mechanism, Buyers' Credit, Suppliers' Credit.	06

5.	Long Term Asset & Liability Management: Long Term Financing, Country Risk Analysis, Multinational Capital Budgeting.	06
6.	Short Term Asset & Liability Management: Payment Methods for International Trade, Trade Finance Methods And International Cash Management.	06

References

Text Books:

- Madhu Vij, International Financial Management, Excel Books

Reference Books:

- Jeff Madura & Roland Fox, International Financial Management, South-western Cengage publishing
- Cheol Eun & Burce Resnick, International Financial Management, Tata McGraw Hill Publication company ltd.
- P.G.Apte, International Financial Management, Tata McGraw Hill Publication company ltd.
- V.K.Bhalla, International Financial Management, Anmol Publications Pvt. Ltd.



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGF2074	Course Name: Working Capital Management	3	-	-	3

Course Description:

This course examines the various components of working capital (cash, receivables, payables, inventory), how they interact with one another, and how they affect firm liquidity. It includes both theoretical and applied components. Practical applications are useful, but cannot be studied fruitfully without a sound knowledge of the underlying theory. Hence, there will be considerable emphasis on the theory. Numerical examples will be very important in illustrating the concepts and applications to be covered in this course.

Course Learning Outcomes:

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

1. Discuss the fundamentals of working capital Management.
2. Explain various strategies for effective working capital Management.
3. Apply appropriate working capital management techniques to maximize the shareholders' value.
4. Analyze various components of working capital by using formulae for effective decision-making.

Prerequisite:

Basic understanding of Financial Management.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Working Capital Management: Nature of Working Capital, Trade-Off between Profitability and Risk, Symptoms of Poor Working Capital Management, Working Capital Management Strategies	06
2.	Short Term Financing: Estimating Cost of Short Term Credit, Sources of Short Term Credit, Trade Credit, Credit Terms & Cash Discounts, Stretching on Trade Credit, Advantages of Trade Credit, Bank Credit, Line of Credit, Credit Terms, Transaction Loans Unsecured Sources: Commercial Paper, Credit Terms.	06
3.	Management of Cash: Cash Flow Process, Motives for Holding Cash, Cash Management Objectives & Decisions, Managing Collections & Disbursements, Determining the Appropriate Working Cash Balance, Planning Cash Management	06
4.	Receivables Management: Concept, Credit & Collection Policies, Credit Terms, Benefits & Cost of Receivables Management, Control of Receivables - Collection Procedure,	06

Department of Management Studies (MBA)

	Monitoring of Receivables, Lines of Credit, Accounting Ratios, Credit Management through Credit Policy Variables.	
5.	Inventory Management: Investing in Inventory, Deciding Optimum Level of Inventory, Inventory Carrying Cost, Objectives of Inventory Management, Benefits & Cost of Holding Inventories, Inventory Management Techniques & Process	06
6.	Management of Current Asset & Current Liabilities: Managing Current Assets, Risk Return Trade-Off from Investing in Current Assets, Managing the Firm's Current Liabilities, Risk Return Trade-Off from using Current Liabilities, Appropriate Level of Working Capital	06

References

Text Books:

- M. Y. Khan & P.K. Jain, Financial Management, Tata Mcgraw Hill Publishing Co. Ltd,

Reference Books:

- James Sagner, Working Capital Management: Applications and Case Studies, Wiley
- Masson, Dubos J, Clarke, Karen Sue, Short Term Finance & Working Capital Management -Ecommerce, Great River Learning.
- Prasanna Chandra, Financial Management, Tata McGraw-Hill Publishing Co. Ltd,



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III
Course Code: MGF2094	Course Name: Mergers, Acquisition and Corporate Restructuring

L	T	P	Credits
3	-	-	3

Course Description:

This course is designed to develop a solid understanding of commonly discussed and applied issues in merger and acquisitions (M&As). The topics covered in this course include the M&A process, methods of valuing a target firm, valuing synergies, the form of payment and financing, assessing the highly levered transaction, governance in M&A, and M&A negotiation. It also covers key theoretic and applied issues concerning revival of sick units and Corporate Restructuring deals. It will help to develop an in-depth understanding of how and when to apply the appropriate tools and skills to successfully complete a transaction.

Course Learning Outcomes:

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

1. Identify the key issues and concepts of mergers, acquisitions and Corporate Restructuring.
2. Analyze typical valuation strategies, pre and post-merger issues and challenges
3. Assess the funding alternatives available and the various aspects of financial restructuring in case of mergers, acquisitions.
4. Discuss the revival of sick units with special reference to the Law and its Procedure
5. Analyze the impact of changing business scenario worldwide on Corporate Restructuring.

Prerequisite:

Basic understanding of Financial Management.

Course Content

Unit No	Description	Hrs.
1.	An Overview of Mergers, Acquisition and Corporate Restructuring: Various Forms of Business Alliances, Strategic Choice of Type of Business Alliance, Defining and Selecting Target, Pricing of Mergers Negotiation/Approach for Merger, Acquisition and Take-Over Contracting	06
2.	Valuation of Shares and Business: Implementation of Merger & Acquisition, Managing Post-Merger Issues, Legalities Involved in Merger, Acquisition & Take-Over, Introduction; Need and Purpose; Factors Influencing Valuation; Methods of Valuation of Shares;	06
3.	Funding of Mergers and Takeovers: Financial Alternatives; Merits and Demerits; Funding through Various types of Financial Instruments including Equity and Preference Shares, Options, Funding through Financial Institutions and Banks; Rehabilitation Finance; Management Buyouts/Leveraged Buyouts	06

4.	Financial Restructuring: Reduction of Capital; Reorganization of Share Capital, Buy-Back of Shares – Concept and Necessity; Procedure for Buy-Back of Shares by Listed and Unlisted Companies	06
5.	Revival, Rehabilitation and Restructuring of Sick Companies: Sick Companies and Their Revival with special reference to the Law and Procedure relating to Sick Companies	06
6.	Changing World and Its Effect on Restructuring: Corporate Restructuring, Globalization; Dominance of Services Economy; Technological and Communication Advancement; Expansion of Financing Opportunities and Financial Innovations	06

References

Text Books:

- Chandrashekar Krishnamurti, S R Vishwanath, Mergers, Acquisitions and Corporate Restructuring, Sage

Reference Books:

- Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley
- D. Depamphilis, Mergers and Acquisitions Basics: All You Need To Know, Academic Press
- Michael E. S. Frankel, Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestitures, and Investments, Wiley



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGF2111	Course Name: Behavioral Finance	3	-	-	3

Course Description:

This course is designed to provide an overview of an exciting new and fast growing area in finance, which takes as its premise that investment decision-making and investor behavior are not necessarily driven by 'rational' considerations but by aspects of personal and market psychology. Behavioral finance recognizes that our abilities to make complex financial decisions are limited due to the biases and errors of judgement to which all of us are prone. This course introduces cognitive biases, discusses the impact of such biases on the financial decision-making, and explores the behavior of individual investors, fund managers and corporate managers.

Course Learning Outcomes:

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

1. Discuss the basics of Conventional Finance.
2. Explain the cognitive biases and errors of judgment that affect financial decisions
3. Analyze behavioral influences involving individual's investment decisions
4. Evaluate behavioral influences involving corporate financial decisions.
5. Discuss individual's retirement saving and investment behavior.

Prerequisite:

The prerequisite for this course is awareness about the Personal Finance

Course Content

Unit No	Description	Hrs.
1.	Conventional Finance, Prospect Theory and Market Efficiency: Foundations of Conventional Finance: Expected Utility, Asset Pricing Theory and Market Efficiency, Prospect Theory, Framing and Mental Accounting, Limits to Arbitrage	06
2.	Behavioral Science: Heuristics and Biases, Overconfidence, Emotion, Anomalies and Investor Sentiment.	06
3.	Investor Behavior: Investor Behavior Stemming from Heuristics and Biases, Impact of Overconfidence on Investor Decision-Making, Emotion-Based Investor Behavior.	06
4.	Social Forces & Market Outcomes: Social Forces: Selfishness or Altruism, Social Forces and Behavior, Behavioral Explanations for Anomalies. Irrational Markets, Irrational Managers	06

Department of Management Studies (MBA)

5.	Retirement, Pensions, Education, Debasing and Client Management: Understanding Retirement Saving and Investment Behavior and Improving De Pensions, Debiasing, Education and Client Management.	06
6.	Money Management: Money Management and Behavioral Investing, Neuro Finance and Trading	06

References

Text Books:

- Lucy Ackert, Richard Deaves, Behavioral Finance: Psychology, Decision-Making, and Markets

Reference Books:

- Michael M. Pompian, Behavioral Finance and Investor Types: Managing Behavior to Make Better Investment Decisions, Wiley
- Edwin Burton, Sunit N. Shah, Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, Wiley
- William Forbes, Behavioural Finance, Wiley
- James Montier, Behavioural Investing: A Practitioners Guide to Applying Behavioural Finance, Wiley



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGF2134	Course Name: Cost Analysis and Control

L	T	P	Credits
3	-	-	3

Course Description:

Cost analysis and control is an important part of accounting and finance. Its effects stretch to all departments and impact the organization's financial position. It covers a lot of cost concepts like job and batch order and absorption costing. The pinnacle of any cost management is activity-based costing which helps in making better decisions. Among these decisions are ones such as whether to drop or keep a product, make or buy, replace or keep a piece of equipment. Moreover, it also includes allocating costs of service departments internally. Also covered in this course are cost estimations and transfer pricing. The course will close with evaluating performance and a brief discussion on the balanced scorecard and managing scarce resources.

Course Learning Outcomes:

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

1. Discover the importance of analyzing and managing costs
2. Explain Activity-Based Costing (ABC) and Activity-Based Management (ABM).
3. Justify the importance of process costing and cost allocation.
4. Analyze the role of cost information in pricing decisions.
5. Evaluate and manage performance through strategic cost management

Prerequisite:

Awareness about the fundamentals of cost accounting, methods of cost data determination and analysis.

Course Content

Unit No	Description	Hrs.
1.	Cost Terms & Concepts: Cost Objects, Direct & Indirect Costs, Period & Product Costs, Cost Estimation & Cost Behavior, Relevant & Irrelevant Costs and revenues, Avoidable & Unavoidable Costs, Sunk Costs, Opportunity Costs, Incremental & Marginal Costs	06
2.	Cost Accumulation for Inventory Valuation and Profit Measurement: Cost assignment for direct and indirect costs, Job Costing System, Process Costing System, Normal Loss & Abnormal Loss in Process Costing System, Joint and By-Product Costing, Income effects of alternative cost accumulation systems.	06
3.	Cost Analysis for Decision-Making: Cost-Volume-Profit Analyses, Fixed Cost Function, Break Even Analysis, Margin of Safety, Cost Estimation and Cost Behavior, Cost estimation methods	06

4.	Activity Based Costing: Activity Based Costing, Types of cost systems, Comparison of traditional and ABC System, Volume based & non, volume-based cost drivers, Activity hierarchies, Activity Based Costing Profitability Analysis	06
5.	Pricing Decisions & Profitability Analysis: Role of cost information in pricing decisions, Price setting under short run pricing decisions, Long run pricing decisions, Short run product mix decisions, Long run product mix decisions, Cost Plus Pricing	06
6.	Relevant Cost Analysis Decisions: Relevant Cost, Irrelevant Costs, Committed Cost, Absorbed Cost, Situations where fixed costs become relevant for decision making and its related implications, Target Costing, Life Cycle Costing, Kaizen Costing.	06

References

Text Books:

- Colin Drury, Cost & Management Accounting, Cengage Learning Publication

Reference Books:

- Charles T. Horngren, Shrikant M. Datar, George Foster, Madhav V. Rajan, Christopher Ittner, Cost Accounting, Pearson Publication
- M. Y. Khan & P. K. Jain, Cost Accounting & Financial Management, The Mc Grawhill Publication
- Ravi Kishore, Cost Management, Taxmann's Publications
- Edward Blocher, Cost Management: A Strategic Emphasis, McGraw-Hill Medical Publishing



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGF2154	Course Name: Investment Analysis & Portfolio Management	3	-	-	3

Course Description:

This course provides an in-depth exploration of investment analysis and portfolio management. Students will gain insights into the investment environment and management process, including market operations and financial instruments. Emphasizing quantitative methods, the course equips students with statistical tools for evaluating investment opportunities and measuring risk and return. It also addresses psychological factors influencing investment decisions, exploring behavioral biases and their impact. Advanced topics include portfolio selection, diversification strategies, asset allocation, and portfolio optimization, preparing students to make informed investment decisions and manage portfolios effectively.

Course Learning Outcomes:

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

1. Understand investment background and theory.
2. Navigate the investment environment and management process.
3. Apply quantitative methods in investment analysis.
4. Incorporate psychological aspects in investment decisions.
5. Execute portfolio selection and management.

Prerequisite:

Basic knowledge of Finance

Course Content

Unit No	Description	Hrs.
1.	Investment Background & Theory: Investment goal setting, the asset allocation decision, selecting an investment in the global market, organization, and functioning of the securities market, and security market indexes, efficient capital market.	06
2.	Investment Environment and Investment Management Process: Investing versus financing, direct versus indirect investment, investment environment, investment vehicles, financial markets, investment management process.	06
3.	Quantitative Methods of Investment Analysis: Investment income and risk, return on investment and expected rate of return, investment risk, variance, and standard deviation, the relationship between risk and return, covariance, correlation and coefficient of determination, the	06

Department of Management Studies (MBA)

	relationship between the returns on stock and market portfolio, characteristic line and beta factor, residual variance.	
4.	Psychological Aspects in Investment Decision Making: Disposition effect, perceptions of investment risk, mental accounting and investing, emotions, and investment decisions.	06
5.	Portfolio Selection: Portfolio analysis, Markowitz risk-return optimization, portfolio selection and diversification, simple Sharpe portfolio optimization, and the significance of beta in the portfolio.	06
6.	Portfolio Management: Capital market theory, capital asset pricing model (CAPM), arbitrage pricing theory, classification of managed portfolios, management performance evaluation, mutual fund as an investment.	06

References

Text Books:

- Kristina Levisauskait Investment Analysis and Portfolio Management Vytautas Magnus University Kaunas, Lithuania
- Reilly & Brown Investment Analysis & Portfolio Management Cengage Learning

Reference Books:

- Bodie Z; Kane A & Marcus A.J: Investments, McGraw-Hill
- Brown K C & Reilly F K: Analysis of Investments and Management of Portfolios, South-Western CENGAGE Learning
- Choudhry M: An Introduction to Bond Markets Securities and Investment Institute series, Wiley



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

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	Exploratory Data Analysis



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester- III
Course Code: MGB2014	Course Name: Marketing Analytics

L	T	P	Credits
3	-	-	3

Course Description:

Marketers want to understand and forecast how customers purchase products and services and how they respond to marketing initiatives. This course will make students learn how analytics help businesses drive marketing to maximize its effectiveness and optimize return on investment (ROI). The course will focus on developing marketing strategies and resource allocation decisions driven by quantitative analysis. The course will use a combination of cases, lectures, and a hands-on project to develop these skills.

Course Learning Outcomes:

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

1. Apply marketing theories to given research problems and types of customer data.
2. Critically evaluate business problems and of determine the most appropriate analytical technique
3. Design an appropriate course of action based on empirical evidence.
4. Formulate and communicate marketing research findings for decision-making.
5. Comprehend the role of data-driven decision making in modern marketing strategies.

Prerequisite:

Basic understanding of marketing, advance excel and quantitative analysis.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Marketing Analytics: Marketing Analytics- Basics, importance and application areas, Marketing planning process, types of analytics in marketing, Data driven decision-making.	06
2.	Measuring customer expectation: Customer Life time value and its applications, Conjoint Analysis- product, Attributes, levels, full profile conjoint analysis,; Logistic Regression- logistic regression model, maximum likelihood estimate of logistic regression model, multivariate regressions	06
3.	Designing Marketing Experiments: Understanding Experimental Designs, Designing basic experiments, before after experiments, designing full factorial web experiments, and analyzing.	06
4.	Forecasting New Product Sales: 'S' Curves to forecast sales of a new product- examining 'S' curve, fitting the Pearl or logistic Curve, Fitting an S curve with seasonality, Bass Diffusion Model	06

5.	Branding and Retailing: Brand and Brand Architecture, Brand Value, Market Basket Analysis and lift, calculating break even and projecting lift.	06
6.	Advertising: Measuring the effectiveness of advertising, Media Selection models. Marketing research tools- Multidimensional scaling and ANOVA	06

References

Text Books:

- Winston Wayne L. Marketing Analytics, John Wiley & Sons Inc,

Reference Books:

- Grigsby Mike, Marketing Analytics, Kogan Page Ltd.
- The Marketing Research Blueprint – Preaveen Kulkarni, Jasmine Chettiar, Published by Rajarambapu Institute of Technology, Rajaramnagar, Islampur



Class:- Second Year M.B.A.	Semester- III
Course Code: MGB2034	Course Name: HR Analytics

L	T	P	Credits
3	-	-	3

Course Description:

This course will serve as an introduction to Human Resource Analytics. This course explores the use of analytics within the Human Resource discipline, through guest speakers and class case studies, HR Analytics will specifically focus on the applied methods and techniques with an output orientation for improving the human resource functions in large-scale organizations. The frameworks, models, and hands-on analytical approaches will equip the participants with developing the SMART (specific, measurable, attainable, reliable, and time bound) targets and identifying business contributions of the HR function.

Course Learning Outcomes:

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

1. Describe fundamental concepts of HR Analytics.
2. Apply data analysis methods utilizing relevant software tools.
3. Recognize and employ essential HR metrics.
4. Forecast budget figures for HR costs.
5. Evaluate workforce productivity and performance metrics.

Prerequisite:

Basic understanding of Human Resources and Excel.

Course Content

Unit No	Description	Hrs.
1.	Introduction to HR Analytics: Role of Analytics, Defining HR Analytics, Evolution of HR Analytics and data sources HCM: 21 Framework. Use of workforce analytics to improve decision making. Analytics and Prediction.	06
2.	HR Metrics and Predictive Analytics: Importance of HR Analytics. Data Analytic techniques using software packages. HR Metrics and HR Analytics; Steps involved in predictive analytics: Determine key performance indicator, Analyze and report data, Interpreting the results and predicting the future.	06
3.	Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Linking HR measures to business results; Choosing the right measures for scorecards; Identifying and using key HR Metrics.	06
4.	Forecasting Budget Numbers for HR Costs: Workforce planning, including internal mobility and career pathing; training and	06

Department of Management Studies (MBA)

	development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions	
5.	Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.	06
6.	Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues	06

References

Text Book:

- Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
- Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons

Reference Book:

- The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover, Jacfitz-Enz



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2054	Course Name: Core Python Programming	3	-	-	3

Course Description:

This course is an introduction to the Python programming language for students without prior programming experience. We cover data types, control flow, object-oriented programming. Python is a language with a simple syntax, and a powerful set of libraries. It is an interpreted language, with a rich programming environment, including a robust debugger and profiler beneficial for students. While it is easy for beginners to learn, it is widely used in many scientific areas for data exploration.

Course Learning Outcomes:

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

1. Interpret the fundamental Python syntax and semantics and be fluent in the use of Python control flow statements.
2. Express proficiency in the handling of strings and functions.
3. Determine the methods to create and manipulate Python programs by utilizing the data structures like lists, dictionaries, tuples and sets.
4. Articulate the Object-Oriented Programming concepts such as encapsulation, inheritance and polymorphism as used in Python.
5. Identify the commonly used operations involving file systems and regular expressions.

Prerequisite:

Basic understanding of Computer Programming Terminologies

Course Content

Unit No	Description	Hrs.
1.	Introduction, Data Types, and Operators: History, Features, setting up path, Working with Python, Basic Syntax, Variable and Data, Types, Operators.	06
2.	Looping and Control Statements: If, If- else, Nested if-else, For, While, Nested loops, Break, Continue, Pass	06
3.	String Manipulation and Lists: Accessing Strings, Basic Operations, String slices, Function and Methods, accessing list, Operations, Working with lists, Function and Methods, Python Classes and Objects, Inheritance.	06

4.	Tuple and Dictionaries: Accessing tuples, Operations, Working, Functions and Methods, accessing values in dictionaries, Working with dictionaries, Properties, Functions	06
5.	Functions and Modules: Calling a function, Types of functions, Function Arguments, Anonymous functions, Global and local variables, Importing module, Math module, Random module, Packages, Composition	06
6.	Input-Output and Exception Handling: Printing on screen, reading data from keyboard, Opening and closing file, Reading and writing files, Functions, Exception, Exception Handling, except clause, Try, finally clause, User Defined Exceptions	06

References

Text Books:

- R. Nageswara Rao, Core Python Programming, second edition, Dreamtech Press.

Reference Books:

- Ashok Namdev Kamthane, Amit Ashok Kamthane, Programming and Problem Solving with Python, Edition: 1, 2017, Mcgraw Hill.
- Allen Downey, Jeffrey Elkner, Chris Meyers, Learning with Python, First Edition Dreamtech Press
- Reema Thareja, PYTHON PROGRAMMING, Second Edition - Oxford University Press



Class:- Second Year M.B.A.	Semester-III
Course Code: MGB2074	Course Name: R Programming

L	T	P	Credits
3	-	-	3

Course Description:

This course will teach students how to develop workflows going from raw data to graphics and statistical analysis, using the programming language and statistical environment 'R'.

Course Learning Outcomes:

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

1. Access online resources for R and import new function packages into the R workspace.
2. Import, review, manipulate and summarize data-sets in R.
3. Explore data-sets to create testable hypotheses and identify appropriate statistical tests.
4. Apply appropriate statistical tests using R.
5. Create and edit visualizations with R.

Prerequisite:

Basic understanding of Computer Programming Terminologies

Course Content

Unit No	Description	Hrs.
1.	Introduction to the R language: SAS versus R - R, S, and S-plus, Obtaining and managing R, Objects, types of objects, classes, creating and accessing objects - Arithmetic and matrix operations, Introduction to function	06
2.	Working with R: Reading and writing data, R libraries, Functions and R programming, the if statement, looping: for, repeat, while, writing functions, function arguments and options	06
3.	Graphics: Basic plotting, Manipulating the plotting window, Advanced plotting using lattice library, Saving plots	06
4.	Standard statistical models in R: Model formulae and model options, Output and extraction from fitted models, Models considered: Linear regression: lm() , Logistic regression: glm() , Linear mixed models: lme()	06
5.	Advanced R: Data management (importing, sub setting, merging, new variables, missing data etc.) Plotting, Loops and functions, Migration SAS to R- Plotting and Graphics in R - Writing R functions,	06

6.	Optimizing R code: Bioconductor, analysis of gene expression and genomics data. More on linear models, Multivariate analysis, Cluster analysis, dimension reduction methods (PCA).	06
----	--	----

References

Text Books:

- Peter Dalgaard. Introductory Statistics with R (Paperback) New York.
- W. N. Venables and B. D. Ripley. Modern Applied Statistics with S. Springer.

Reference Books:

- Andreas Krause, Melvin Olson. The Basics of S-PLUS. 4th edition. Springer-Verlag, New York.
- Jose Pinheiro, Douglas Bates. Mixed-effects models in S and S-PLUS SpringerVerlag, Berlin.



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2094	Course Name: Financial Analytics	3	-	-	3

Course Description:

The Financial Analytics course provides a comprehensive overview of the stock market, focusing on the roles of various entities and the fundamentals of market and product structures. Students will be introduced to different securities and asset classes, including equities, equity derivatives, bonds, and the currency/forex market. The course emphasizes the analytical techniques used to evaluate and interpret market data, equipping students with the skills needed to make informed investment decisions and develop strategic financial insights. Through practical examples and real-world applications, students will gain a deep understanding of how financial markets operate and how to leverage financial analytics in a dynamic and globalized market environment.

Course Learning Outcomes:

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

1. Comprehend financial market entities and products.
2. Utilize techniques for investment selection.
3. Exhibit analytical skills in bond yield calculation.
4. Evaluate real-life financial investment proposals.
5. Compare currency exchange rates.

Prerequisite:

Working knowledge of MS Excel and any statistical package is desirable.

Course Content

Unit No	Description	Hrs.
1.	Entities in Stock Market & their roles: Stock exchange participants & their roles, retail, institutions regulators & their roles, intermediaries, brokers, depositories, clearing corporations of exchanges, etc.	06
2.	Basics of Market and Product Structure: Primary market and Secondary market, IPO process, Private Placements for Stocks as well as Bonds, Primary market for Government Securities (G Secs as well as T Bills)- RBI auction process for Government Securities and Secondary market trading for Government Securities, Spot/Cash Market, Derivatives Market, Options payoff graphs.	06
3.	Introduction to Securities/Asset classes: Basic concepts of all asset classes: equities, bonds, currency, commodities, money market securities.	06

Department of Management Studies (MBA)

4.	Equity and Equity Derivatives: Meaning of equity/ stocks, primary market, and secondary market i.e., spot/ cash market of equity, equity derivatives; concept, terminologies, trading parameters/ specifications.	06
5.	Bonds: Bonds; concept and classification, government securities market, corporate bonds market, money market securities, primary market structure for both g- sec as well as corporate bonds, secondary market structure for both g-sec as well as corporate bonds, terminologies-coupon, price, yield and relationship between price and yield, yield calculation methods- current yield, yield to maturity.	06
6.	Currency/ Forex Market: Introduction to the forex market, currency pairs, spot, and derivative market.	06

References

Reference Book:

- Palepu Healy and Bernard: Business analysis & valuation, South Western college publication.
- Vasant Desai: Financial markets and financial services, Himalaya Publishing House.
- Moosa Imad A & Al Muraikhi Husain: The profitability of trading rules and volatility in emerging financial markets, The ICFAI University Press.
- Agashe Anil: Capital markets and financial services, Everest Publishing House
- Venkatesh T. R: Global financial markets, The ICFAI University Press



Class:- Second Year M.B.A.	Semester-III
Course Code : MGB2110	Course Name: Data visualization with Power BI

L	T	P	Credits
3	-	-	3

Course Description:

By mastering Microsoft Power BI, students will gain a competitive edge in the data-driven business world. They will be able to transform raw data into meaningful visualizations, identify patterns and trends, and make informed decisions based on data-driven insights. Additionally, the ability to create interactive dashboards and effectively communicate data findings will enhance their professional communication skills and make them valuable assets in any organization.

Course Learning Outcomes:

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

1. Explain the importance and concepts related to Data -Visualization for Decision- making.
2. Apply data cleaning and shaping techniques to prepare for data analysis.
3. Demonstrate knowledge of tools and techniques of Data Visualization, and Dashboards.
4. Design and create visualizations represent data and convey key insights.
5. Develop interactive reports and dashboards that facilitate user engagement and data exploration.

Prerequisite:

Basic understanding of Data Analytic techniques.

Course Content

Unit No	Description	Hrs.
1.	Introduction of data visualization: Visualization of data, History of Data Visualization, Types of data - categorical, ordinal, and quantitative data. Visual analytics concepts.	06
2.	Data Visualization tools and techniques: Data Visualization tools, Multidimensional Data Visualization tools, Column and Bar graphs, Charts, Line graphs, Scatter plots, Pie graphs, Hierarchical and Landscape Data Visualization tools, Maps, and Tree graphs.	06
3.	Introduction of Dashboard: Definition- Performance of dashboard, Types of dashboards- Operational, Tactical, and Strategic. Dashboard design, Dashboards for monitoring real-time Business activity, Pitfalls of dashboard design. Organizing data for dashboards	06

4.	Integration of Power BI: Conceptual aspects of Power BI Desktop, Major Building Blocks of Power BI, Data Sets, Shared data sets, Reports, Dashboards - Types of Visualizations, Area charts, Bar and Column charts, Donut charts, Gauge charts, KPIs, Line charts, Maps, Matrix, Waterfall charts.	06
5.	Microsoft Power BI and Other Features: Getting Data Source-Excel as a source, SQL as a source, Web as a source, Creating and interacting with Dashboards, Sharing dashboards -Power Query editor for querying data and Report server for reports.	06
6.	Applications of Power BI: Power BI in Business Intelligence, financial analytics, sales and marketing, human resources, customer service, healthcare, project management, and Government and Public Sector	06

References

Reference Book:

- Dick Kusleika, "Data Visualization with Excel dashboards and reports", Wiley.
- Stephanie P.H., "Effective Data Visualization: Right chart for sight data" Evergreen.
- Ramesh Sharada, Dursun Delen, Efraim Turban, "Business Intelligence", A managerial perspective on analytics Pearson.
- Wayne W Eckerson, Performance Dashboards-Measuring, monitoring and managing your business" Wiley & Sons, Inc.
- Tom Soukup, Ian Davidson, "Visual Data Mining -Techniques and tools for Data Visualization and Mining", Wiley Publishing.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III
Course Code : MGB2134	Course Name: Business Intelligence

L	T	P	Credits
3	-	-	3

Course Description:

This course provides an introduction to the concepts of business intelligence (BI) as components and functionality of information systems. It explores how business problems can be solved effectively by using operational data to create data warehouses, and then applying data mining tools and analytics to gain new insights into organizational operations.

Course Learning Outcomes:

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

1. Discuss role of mathematical models in business intelligence.
2. Describe link between strategy and business analytics.
3. Apply various statistical methods on available data.
4. Design physical database.
5. Apply Business Intelligence System in various areas of management.

Prerequisite:

Basic understanding basic business concepts.

Course Content

Unit No	Description	Hrs.
1.	Introduction: Business Intelligence: definition, concept and need for Business Intelligence, Case studies BI Basics: Data, information and knowledge, Role of Mathematical models	06
2.	Analytics Strategy: Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at the functional level, dialogue between strategy and BA functions, information as a strategic resource.	06
3.	Data Mining: Business Analytics at the Analytical level: Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis-driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, and principal component analysis.	06
4.	Data Warehousing: Business Analytics at Data Warehouse Level, designing the physical database, Deploying and supporting DW/BI system	06

5.	Business Intelligence: Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spreadsheets, concept of dashboard, CLAP, SQA, decision engineering. BI Tools: Concept of the dashboard.	06
6.	BI and Data Mining Applications: Applications in various sectors, Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical	06

References

Text Book:

- Turban, Sharda, Decision Support and Business Intelligence Systems, Delen, Pearson.

References:

- Olivia Parr Rud, Business Intelligence Success Factors Tools for aligning your business in the global economy, John Wiley and Sons.
- Steve Williams and Nancy Williams, The Profit impact of Business Intelligence, Morgan Kauffman Publishers! Elsevier.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGB2150	Course Name: Exploratory Data Analysis	3	-	-	3

Course Description:

This course equips MBA students with essential analytics tools used in the industry. Students will gain proficiency in Excel for data analysis, and learn R and Python for advanced data science applications, including extensive Python programming labs. Key focus areas include data visualization and reporting using Tableau's user-friendly GUI. The course aims to provide practical skills for effectively conducting and presenting data-driven projects in business analytics.

Course Learning Outcomes:

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

1. Know the basic concepts of Python, Excel, Tableau, and Power BI software packages,
2. Apply advanced excel methods for simulations and analytics.
3. Analyze data using Python, Excel, Tableau, and Power BI software packages.
4. Evaluate and defend best practices in Data Visualization.
5. Develop ability to analyze structural approach to the data problems and solutions.

Prerequisite:

Basic understanding basic business concepts.

Course Content

Unit No	Description	Hrs.
1.	Data Visualization with Tableau and Power BI • Best Practices in Data Visualization • Visualization with Tableau (Plots, dashboarding, and reporting using Tableau) • Visualization with Power BI (dashboarding, Interactive reports)	06
2.	Data Analytics using Excel • Excel fundamentals • Advanced excel methods for simulations and analytics What-if analysis, regression analysis, hypothesis tests.	06
3.	How to Analyze (Conceptual tools) • How to Analyze? A structural approach to the data problems and solutions • Minto Pyramid etc.	06
4.	Data Analytics using Python • Programming in Python • Introduction to functions in Python • Descriptive statistics using Python	06
5.	Data blending- data prep with text and excel files, understating data types, extracting data from various file formats	06



6.	Mapping-role of maps in business intelligence and visualization, editing unrecognized locations	06
-----------	---	-----------

References

Text Book:

- Wexler, Steve, Shaffer, Jeffrey, Cotgreave, Andy, The Big Book of Dashboards: Visualizing Your Data Using Real-World Business Scenarios, Wiley Publications
- Nathan Yau, Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics, Wiley Publications.
- Cole Nussbaumer Knaflitz, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley Publications.
- Evans, James, Business Analytics: Methods, Models, and Decisions, Pearson Publications.
- Vijayvargia, Abhishek, Machine Learning with Python Language, BPB Publications.
- Kanetkar, Yashavant, Let Us Python, BPB Publications.



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



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGO2014	Course Name: Materials Management & Inventory Control	3	-	-	3

Course Description:

Material Management course make understand about organizing and coordinating all management functions that are responsible for every aspect of materials, storage and transformation. The course enable students to understand the concept of Material Management and various issues relating to Inventory Control, such as identification, classification, codification and standardization of materials, managing stores , inventory control decisions , make or buy decisions etc.

Course Learning Outcomes:

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

1. Elaborate importance of materials management and inventory control in a firm.
2. Apply methods of classification, codification, specifications & standardization of materials.
3. Illustrate different issues relating to stores department.
4. Take decisions relating to inventory control by using different techniques.
5. Take make or buy decisions relating to materials management.

Prerequisite:

Basic understanding of operations management, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	Materials Management: An Overview: Management of Material Resource, Objectives of Materials Management, Activities of Materials Management, Need & Importance, Integrated systems approach to materials management, Desirable qualities of Materials Manager	06
2.	Classification, Codification, Specifications & Standardization of Materials: Need for Classification & Identification of Materials, Methods of Classification, Nature of Codification, Codification Systems, Objective of specification, Categories of Specification, Standardization, Levels of Standards, Benefits of Standardization	06
3.	Managing Stores: Stores Management, centralized vs. Decentralized Storing, Function of Stores, Types of Stores, Storage Equipment's, Selection of equipment's, Materials Handling System, Principles of Materials Handling, Material Handling Equipment's	06

Department of Management Studies (MBA)

4.	Inventory Control Decisions: Objectives of Inventory Management, Anticipation Inventory, Fluctuation Inventory, Lot Size Inventory, Transportation Inventory, Hedge Inventory, Inventory Costs, Inventory Control Models, Deterministic Models & Probabilistic Models, Selective Inventory Control	06
5.	Value Analysis: Value Analysis, Value Analysis applied to purchase, Value analysis techniques, Identification of Low Value Areas, Value Analysis Job Plan, Function Analysis System Technique (FAST), Role of creativity in Value Analysis	06
6.	Make or Buy Decisions and Managing Material Waste: Make or Buy decision, A strategic issue, Factors determining Make or Buy or Outsource Decision, Cost Considerations, Business Process Outsourcing. Waste as an Indicator of materials productivity, Waste Recycling, Reverse Supply Chain	06

References

Text Books:

- J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Introduction to Materials Management, Pearson Prentice Hall India Publications

Reference Books:

- Prem Vrat, Materials Management-An Integrated Systems Approach, Springer Publications (India) New Delhi.
- Richard J. Tersine, Principles of Inventory and Materials Management, Prentice Hall India Publications.
- K. Datta, Materials Management- Procedures, Text & Case, PHI Learning Private Ltd., New Delhi
- K. Chitale & R. C. Gupta, Materials Management – Text & Cases, PHI Private Ltd., New Delhi



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGO2034	Course Name: Operations Planning and Control	3	-	-	3

Course Description:

Planning and control are the two important components of the management process. Operations planning and control is a tool, which coordinates all the manufacturing activities in a production system. Operations planning starts with the analysis of the given data (i.e. demand for products, delivery schedule etc.) and on the basis of the information available, a scheme of utilization of firm's resources like machines, men and materials are worked out to obtain the target in the economical way. Once the plan is prepared, then the operations are performed in line with the details given in the plan. Operations control comes into action if there is any deviation between the actual and planned. The corrective action is taken to achieve the targets as per the plan by using control techniques.

Course Learning Outcomes:

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

1. Analyze need & importance of operations planning and control in a firm.
2. Forecast demand of the products by applying various methods of demand forecasting.
3. Apply aggregate planning and master production scheduling for taking managerial decision.
4. Analyze the need & importance of resource requirements planning.
5. Take decisions based on materials requirement planning & resource requirements planning.

Prerequisite:

Basic understanding of operations management, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	Unit I Overview of Operations Planning and Control: Production Planning, Steps involved in Production Planning, Production Control, Main Functions of Production Planning & Control, Production Procedure, Production Systems & PPC	06
2.	Forecasting Fundamentals: Need & significance of Demand Analysis and Forecasting, selecting a forecasting technique, Purpose of forecast, Types of users, Desired accuracy, Qualitative Forecasting Techniques, Quantitative Forecasting Techniques, Time Series Analysis, Trend Analysis, Cyclical Variations, Seasonal effects, Random Fluctuations, Moving Average	06
3.	Aggregate Planning and Master Production Scheduling (MPS): Aggregate Planning, Inputs & Outputs for Aggregate Planning, Importance of Aggregate Planning, Master Production Scheduling, Functions of MPS, Procedure for Developing Master Production Scheduling	06

Department of Management Studies (MBA)

4.	Materials Requirement Planning (MRP): Requirement Planning concepts, Bill of Materials (BOM), Product Structures, Inventory Planning Systems, Lot Size Decision Policies, Buffer Stock in Requirement Systems, Capacity Requirement Planning	06
5.	Resource Requirements Planning: Resource Requirements Planning, Material Requirement Planning (MRP), MRP System, Capacity Requirement Planning, Types of Capacity, Capacity Planning, Line Balancing, Planning Versus Execution	06
6.	Process Planning & Control: Process Planning, Factors affecting on Process Planning, Steps in Process Planning, Application of BEA in the choice of machines or process, Machines Requirements	06

References

Text Books:

- James L. Riggs, Production System: Planning, Analysis and Control, Wileyindia Publications.

Reference Books:

- Vollman, Berry, Whybark & Jacobs, Manufacturing Planning & Control for Supply Chain Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
- Spyras Makridakis, Steven Wheel Wright, Rob. Hyndman, Forecasting (Methods and Application), Wileyindia Publications.
- Elwood S. Buffa and Rakesh K. Sarin, Modern Production / Operations Management, Wileyindia Publication.
- J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive Introduction to Materials Management, Pearson Prentice Hall India Publications.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester- III	L	T	P	Credits
Course Code : MGO2054	Course Name : Global Operations Strategy	3	-	-	3

Course Description:

This course focus on role and importance of operations strategy, different models relating to operations strategic management, competency based operations strategy, resource based operations strategy, process based operations strategy etc.

Course Learning Outcomes:

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

1. Emphasize the key role of operations strategies in bringing about the growth and profitability of organizations.
2. Apply different models in relation with operations strategies.
3. Describe different key drivers used for global operations.
4. Apply competency based, resource based and process based operations strategies.

Prerequisite:

Basic understanding of operations management, strategic management.

Course Content

Unit No	Description	Hrs.
1.	Operations Strategy: Business Strategy, Role, Importance and Development of Operations strategy, Competitive Priorities, Translating Competitive Priorities into Production Requirements, performance objectives and its change over time, Tradeoffs, Targeting and operations focus	06
2.	Rationale behind Operational Globalization: Basic Theories, Dunning's OLI Framework, Porter's Five Forces Framework, Kogut's Comparative and Competitive Advantage Framework, Porter's Configuration - Coordination Framework, Bartlett and Ghoshal's Globalization - Localization Framework	06
3.	Drivers for Global Operations: Drivers for Global Manufacturing and Sustainable Global Operations, Benefits of Global Operation: Cost Reduction, Knowledge Generation and Acquisition, Competitive Leverage, Customer Satisfaction. Social and Environmental Value Creation, Risk Mitigation - Natural, Economic, Political, Social, Ethical, and Environmental	06
4.	Competency based Operations Strategy: Competencies: Operational, Cost, Flexibility, Quality, Time, Quality-Based Global Operations Strategy, Time-Based Global Operations Strategy,	06

Department of Management Studies (MBA)

	Approaches to Achieve Value-Based Competency.	
5.	Resource based Operations Strategy: Resource and Competitive Advantage, Global Resource Size Management, Global Resource Type Management, Resource Flexibility in Production Input, Resource Flexibility in Production Capacity, Global Location Strategy, Global Dynamic Capacity Management, Dynamic Capacity and Capability Lifecycles, Dynamic Capacity Models.	06
6.	Process based Operations Strategy: Global Business Processes, Business Process Design, Global Supply Chain Strategy, Global Sourcing Strategies, Global Distribution Strategies, Global Revenue Management Strategy, Global Technology Strategy, Global Product Development (GPD) Strategies, Kleindorfer's Operational Risk Management	06

References

Text Books:

- Yeming Gong, Global Operation Strategy, Fundamentals and Practice, Springer.

Reference Books:

- Nigel Slack and Michael Lewis, Operations by Strategy, Pearson education.
- R. Panneerselvam , Production & Operation Management, PHI Publications.
- Karl T. Ulrich & Steven D. Eppinger, Product Design and Development, McGraw Hill Indian Edition.
- Elwood S. Buffa and Rakesh K. Sarin, Modern Production / Operations Management, Wileyindia Publication.



Syllabus (Theory Courses)
 To be implemented from **2024-26 NEP Batch**
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III
Course Code: MGO2074	Course Name: Managing Six Sigma

L	T	P	Credits
3	-	-	3

Course Description:

Six Sigma is a highly disciplined process that helps us focus on developing and delivering near-perfect products and services. The word is a statistical term that measures how far a given process deviates from perfection. The central idea behind Six Sigma is that if you can measure how many “defects” you have in a process, you can systematically figure out how to eliminate them and get as close to “zero defects” as possible.

Course Learning Outcomes:

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

1. Discuss the importance of six sigma practices in a firm.
2. Illustrate quality function deployment techniques for creating customer driven organization.
3. Describe the role of six sigma teams for achieving better results.
4. Apply different tools & techniques for managing Six Sigma.
5. Identify the importance of risk assessment in the six-sigma projects.

Prerequisite:

Basic understanding of operations management, production activity, production process, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	Building Six Sigma Infrastructure Six Sigma, An Introduction, Six Sigma philosophy, Change Imperative, Change agents and their effects on organizations, Infrastructure, Six Sigma deployment and management, Six Sigma organizational roles and responsibilities, Selecting the “Belts”	06
2.	Creating Customer-Driven Organizations Elements of Customer and market driven enterprise, Importance of Surveys and Focus groups in attaining Six Sigma, Customer expectations through Kano model, Quality Function Deployment (QFD) & its use in linking Six Sigma projects to strategies	06
3.	Six Sigma Teams Six Sigma teams, Process improvement teams, Team dynamics management, Facilitation techniques, Facilitating the group task process, Facilitating the group maintenance process, Team performance evaluation, Team Recognition and reward.	06



Department of Management Studies (MBA)

4.	Six Sigma Tools and Techniques DMAIC, DMADV and learning models, Problem Solving Tools, Process mapping, Cycle time reduction through cross-functional process mapping, Flow charts, check sheets, Process check sheets, Defect check sheets, Pareto analysis, Cause and effect diagrams.	06
5.	Managing Six Sigma Projects Project planning, Feedback loops, Performance measures, Gantt charts, Typical DMAIC project tasks and responsibilities, Resource conflicts, Project management implementation, Short-term (tactical) plans, Cross- functional collaboration, Continuous review and enhancement of quality process.	06
6.	Risk Assessment Reliability analysis, Risk assessment tools, Fault free analysis, Safety analysis, Failure mode and Effect Analysis (FMEA), FMEA process, Statistical tolerance.	06

References

Text Books:

- Thomas Pyzdek & Paul A. Keller, The Six Sigma Handbook (A Complete Guide for Green Belts.
- Black Belts and Managers at all levels), McGraw Hill Education, New Delhi.

Reference Books:

- Michael L. George, Lean Six Sigma: Combining Six Sigma Qualities with Lean Production, McGraw Hill Education.
- Jerry Kershen & Pourya Rahbar, Lean Six Sigma: Value Stream Mapping: Simplified Beginner's Guide to Eliminating Waste and Adding Value with Lean Audible – Unabridged, McGraw Hill Education.
- Kimberly Watson - Hemphill, Innovating Lean Six Sigma: A Strategic Guide to Deploying the World's Most Effective Business Improvement Process, McGraw-Hill Education.
- Joe Bronski , Francesco Iannello, Lean: Lean Bible - Six Sigma & 5S, Create Space Independent Publishing Platform.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGO2094	Course Name: Purchase Management	3	-	-	3

Course Description:

This course explores key aspects of purchase management, including sourcing strategies, supplier selection, cost control, and procurement best practices. Purchasing is an important function of materials management. The success of any manufacturing activity is largely dependent on the procurement of raw materials of right quality, in the right quantities, from right source, at the right time and at right price. The primary goal of purchasing management is to maintain a continuous supply of materials, subcontracted items, and spare parts while optimizing costs.

Course Learning Outcomes:

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

1. Analyze the Role and Importance of purchase management in a firm.
2. Apply different criteria for vendor analysis & selection.
3. Apply different purchase strategies for achieving better results.
4. Describe the role & importance of buyer – seller relationship.
5. Evaluate various modern purchase practices.

Prerequisite:

Basic understanding of operations management, materials management, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	Purchase Management: Purchase Function, Purchasing Objectives, Trends within Purchasing Management, Purchasing Management and Corporate Strategies, Centralization vs. Decentralization, Purchasing Methods	06
2.	Purchasing Cycles & Vendor Analysis: Purchasing Cycle, Vendor Development & Evaluation of Sources, Purchase Requisition, Selection of Potential Sources, Product Specification, Tender Enquiries / Proposals- RFP, RFI & RFQ, Vendor Analysis, Factors used to analyze supplier performance, Evaluation Criteria	06
3.	Purchasing Strategies: Purchase strategic planning, Influencer of corporate conditions & environment factors, Re - engineering of purchase function, Early Supplier Analysis (Involvement), Reduction of Cycle Time, Role of purchasing in developing new/alternate materials and equipment's	06

Department of Management Studies (MBA)

4.	Buyer- Seller Relationship: Introduction, Transactional Relationship, Collaborative Relationship, Alliance Relationship, Merits & Demerits of Buyer, Seller Relationship, Selection of type of relationship, Effective relationship with suppliers, benchmarking supplier feedback	06
5.	Negotiations for Purchasing: Negotiations for Purchasing, Phases of Negotiations, Pre - negotiation Problems, Potential areas for Negotiations, Strategies for conduct of Negotiations, Negotiation with International Vendors, Contract / Purchase Orders, Purchase Order Execution, Types of Purchase Orders	06
6.	Modern Purchase Practices: JIT Purchasing, Green Purchasing, Supplier Partnership, External Resource Management, TQM practices in purchasing, E-purchasing & its Process, Zero Defects Concept.	06

References

Text Books:

- Ehap H. Sabi, Arun Gupta, Michael Beitler, Purchase Order Management Best Practices: Process, Technology, and Change Management, J. Ross

Reference Books:

- Arjan J. Weele, Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice, Cengage Learning Publications
- J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Introduction to Materials Management, Prentice Hall India Publications
- Richard J. Tersine, Principles of Inventory and Materials Management, Prentice Hall India Publications.
- Prof. Jhamb L.C., Purchase Management, Everest Publishing House.
- Sharif, Materials and Purchase Management: Theory and Practice, Narosa Publishing House Pvt. Ltd., New Delhi.



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGO2114	Course Name : Lean Manufacturing System	3	-	-	3

Course Description:

The fundamental philosophy behind Lean Manufacturing is to provide superior quality products for more Customers at a significantly lower price and to contribute to a more Prosperous society. It is important to build a company production system based on this philosophy. Lean Manufacturing has endeavored to rationalize production by completely eliminating waste in the production process, build quality into the process, reduce costs, productivity improvements, develop its own unique approach toward corporate management etc.

Course Learning Outcomes:

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

1. Elaborate the concept & philosophy of lean manufacturing.
2. Analyze different control techniques used under lean manufacturing.
3. Describe different steps for applying lean in manufacturing and service sectors.
4. Describe the interrelationship of lean manufacturing with just in time system.
5. Analyze the role & importance of cellular manufacturing system in relation with lean manufacturing.

Prerequisite:

Basic understanding of operations management, production activity, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	Lean Manufacturing: An Overview: Overview of Lean Manufacturing, Lean Philosophy, Nine Principles of Lean Manufacturing, Lean Production: An Enterprise Approach, Complexities and Challenges, Overview of Toyota Production System (TPS), TPS & Lean Manufacturing, Situations where lean does not work	06
2.	Lean Manufacturing System: Value Stream Mapping, Pull Manufacturing System, Waste Management, Classification and Elimination Concepts, Application of Lean in Manufacturing and Service Sectors	06
3.	Controlling under Lean Manufacturing: Production Activity Control (PAC), Performances of Production Operation, Accuracy of Inventory Records, Performance Reporting, Evaluating Cost of Operations, Audits and Reporting, Controlling Resources, Integrating Suppliers, Controlling Storage and Movement of Goods, Quality Control Initiatives, Quantity Control, Initiatives Management Process	06

Department of Management Studies (MBA)

4.	Implementation of Lean Manufacturing System: Prerequisites of Lean, Implementation of Lean Manufacturing System & Strategy, Eight stage model of Implementation, Lean Goals, Hoshin – Kanri Planning Model, Goal Development & Deployment	06
5.	Lean Manufacturing and Just in Time System: Lean - Just in Time Production System, Improving the Production Environment, Employee Empowerment and Involvement, Impact of reducing variability, Techniques for Mistake Proofing Process, Economics of Set up time reduction, Improving Production flow, Assessment Tools for Lean Manufacturing	06
6.	Cellular Manufacturing System: An overview of Cellular Manufacturing System, Cell Requirements, Cell Description, Work Cell Design, Implementation of Cellular Manufacturing System, Group Technology, Implementing Group Technology, Benefits of Group Technology in Manufacturing, Gamma Line Redesign	06

References -

Text Books:

- Lonnie Wilson, How to Implement Lean Manufacturing, McGraw-Hill Education

Reference Books:

- Pascal Dennis, Lean Production Simplified, Productivity Press
- Akhilesh N. Singh, Lean Manufacturing: Principles to Practice, Bibliophile South Asia Publications
- Joe Bronski, Francesco Iannello, Lean: Lean Bible - Six Sigma & 5S, Create Space Independent Publishing Platform



Class:- Second Year M.B.A.	Semester-III
Course Code: MGO2134	Course Name: Maintenance Management

L	T	P	Credits
3	-	-	3

Course Description:

This course focuses on importance of maintenance management in the manufacturing organization. Also this course focus on maintenance planning & scheduling, total productive maintenance (TPM), computerized maintenance management systems, safety management and accident prevention etc.

Course Learning Outcomes:

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

1. Analyze the role and importance of maintenance management
2. Apply maintenance planning & scheduling technique for better results.
3. Apply total productive maintenance system in a firm.
4. Describe computerized maintenance management system.
5. Manage different issues relating to safety and accident prevention.

Prerequisite:

Basic understanding of operations management, management principles & functions.

Course Content

Unit No	Description	Hrs.
1.	Maintenance Management Framework: Maintenance Management, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management, MUDA, MURA and MURI	06
2.	Enterprise Asset Management: Design of maintenance system, Preventive Maintenance, Predictive Maintenance, Break down Maintenance, Total Planned Maintenance, Overhauls and shutdown, Inspection and lubrications	06
3.	Maintenance Planning & Scheduling: Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Maintenance Cost, Costing and budgeting for maintenance, Cost codes, Cost allocations, Budgetary control, Cost reports, Life cycles of maintenance cost Planned Maintenance, Quality Maintenance, Difficulties faced in TPM implementation	06
4.	Total Productive Maintenance (TPM): Total Productive Maintenance (TPM), Motives of TPM, Overall Equipment Efficiency (OEE), Stages in TPM implementation, TPM Organization Structure, Pillars of TPM, 5S, JISHU HOZEN (Autonomous maintenance),	06

Department of Management Studies (MBA)

5.	Computerized Maintenance Management Systems: Equipment Classification, Job Cataloguing, Inspection Scheduling, Repair Planning, Repair Fulfillment Report, Break Down Entry and Analysis, Material Indent Preparation	06
6.	Safety Management and Accident Prevention: During Installation, Commissioning & Maintenance, Safety of Plant and People, Accidents, Causes of Accidents, Fire Hazards, Electrical Hazards, Chemical Hazards, Occupational Diseases, Cost of Accidents, preventions for accidents, Safety Management	06

References

Text Books:

- Mishra R. C., Maintenance Engineering & Management, PHI Publications, New Delhi.

Reference Books:

- Don Nyman & Jiel Levitt, Maintenance Planning, Scheduling and Coordination, Industrial Press Inc., U.S
- Christopher Idhammer, Results Oriented Reliability and Maintenance Management, IDCON Publisher
- Joel Levitt, Complete Guide to Predictive and Preventive Maintenance, Industrial Press Inc., U. S.
- Gopalakrishnan P., Maintenance and Spare Parts Management, Prentice Hall India Learning Pvt.Ltd.



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGO2154	Course Name: Manufacturing Systems Management	3	-	-	3

Course Description:

The Manufacturing Systems Management course related to recent issues in the area of operations management. This course focuses on the global level operations management. This course includes Just in Time Manufacturing, Benchmarking as quality improvement tool, Flexible Manufacturing Systems, Theory of Constraints, Business Process Reengineering, Green Manufacturing etc.

Course Learning Outcomes:

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

1. Elaborate the importance of just in time manufacturing practices in a firm.
2. Analyze the benchmarking system as a continuous quality improvement system.
3. Describe the planning & implementation of flexible manufacturing systems in a firm.
4. Illustrate the importance of theory of constraints tools in manufacturing for better performance.
5. Analyze business process reengineering and green manufacturing practices for improving overall productivity.

Prerequisite:

Basic understanding of production and operations management.

Course Content

Unit No	Description	Hrs.
1.	Just in Time Manufacturing: Just in Time Manufacturing, JIT Philosophy, Elements of JIT manufacturing, Value Added Analysis, Understanding the waste, Uniform Plant Load, set up time Reduction, Pull & Push System, Kanban, Implementing JIT, Developing a JIT Strategy	06
2.	Benchmarking System: Benchmarking system, types and levels of benchmarking, Seven Steps of Benchmarking Model, focus of benchmarking, Gap Analysis, Hard and Soft system in Benchmarking Process, benefits and limitations of benchmarking	06
3.	Flexible Manufacturing Systems (FMS): Flexible Manufacturing Systems, FMS Components, FMS workstations, FMS Layout Configurations, FMS applications and benefits, FMS Planning and Design Issues, Implementation of FMS, Legible Manufacturing System	06
4.	Theory of Constraints (TOC): Theory of Constraints, TOC Thinking Tools: Current Reality Tree and Core Conflicts, Conflict Clouds, Negative Branch Reservations, Categories of Legitimate Reservation, Layers of Resistance, Simplified Drum, Buffer, Rope,	06

Department of Management Studies (MBA)

	TOC applications in Distribution, Replenishment Model, Synchronous Manufacturing	
5.	Business Process Reengineering: Business Process Reengineering, Principles of Reengineering, Application of Reengineering, Three 'R's of Reengineering, Reengineering process & its Requirement, Reengineering in Service industry, Reengineering & TQM	06
6.	Green Manufacturing: Green Manufacturing, Green energy, Green products, Green processes in business operations, Forces driving green manufacturing, Areas of applications of green manufacturing, Framework for adopting Green Manufacturing	06

References

Text Books:

- Elwood S. Buffa and Rakesh K. Sarin, Modern Production / Operations Management, Wileyindia Publication

Reference Books:

- Hiroyuki Hirano, JIT Implementation Manual: The Complete Guide to Just-in-Time Manufacturing, Productivity Press
- Don Ajith, Abu Bakar, Industrial Production Management in Flexible Manufacturing Systems, Auris Reference
- Paul Harmon, Business Process Change, Morgan Kaufmann Publications
- Bhattacharya, Rahul Jain, Amar Choudhary, the Boston Consulting Group



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

Information Technology 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



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III
Course Code: MGS2014	Course Name: Enterprise Resource Planning

L	T	P	Credits
3	-	-	3

Course Description:

This course examines the evolution of enterprise systems and the issues that managers will need to consider in implementing cross-functional integrated enterprise systems. It helps to study the nature of enterprise and the foundations of enterprise information architectures. This is not a hand on ERP tool-based course; rather it helps to involvement in ERP management, implementation and administration.

Course Learning Outcomes:

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

1. Utilize enterprise tools to integrate business processes effectively.
2. Exhibit comprehensive understanding of ERP modules.
3. Outline and explain the principles of reengineering.
4. Analyze the management challenges involved in implementing ERP systems.

Prerequisite:

Basic knowledge of information system is required.

Course Content

Unit No	Description	Hrs.
1.	Introduction to ERP: Introduction, the evolution of ERP, Reasons for the growth, advantages of ERP, usage of ERP packages, Benefits of ERP.	06
2.	ERP Implementation: Planning, Evaluation and selection of ERP systems, Implementation life cycle, ERP implementation, Methodology and Framework, Success and Failure factors of ERP Implementation	06
3.	ERP Systems: Finance, Manufacturing & Production Planning, Sales & Distribution, Quality Management, Materials Management, Inventory Management	06
4.	Emerging Trends on ERP: Extended ERP systems and ERP add-ons - CRM, SCM, Future trends in ERP systems, Wireless technologies.	06
5.	ERP Implementation Life Cycle: Issues in Implementing ERP Packages Pre - evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).	06

6.	ERP Present & Future: Future of ERP, SAP Fundamentals, Understanding SAP terminology, Modules of SAP, SAP products	06
-----------	--	-----------

References

Text Books:

- Enterprise Resource Planning, Alexis Leon, Tata McGraw Hill
- Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill

Reference Books:

- Enterprise Resource Planning, Jyotindra Zaveri, Himalaya Publishing House
- ERP, a curtain raiser, Ashish Pandey, Variety books publishers
- Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
- Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, PHI, 2006.
- Summer, ERP, Pearson Education, 2008



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGs2034	Course Name: Software Project Management	3	-	-	3

Course Description:

This course describes the key aspects of a software project. In this course, the focus is on the issues that are crucial to the development of good quality software. Learn approaches to the process of software development and issues. Students understand what the important steps in the development of software are and how to perform them. Software Project Management is a crucial discipline that equips students with the skills and knowledge required to effectively manage software development projects. This course blends theoretical foundations with practical applications, ensuring that MBA students are prepared to tackle the complexities of software projects in diverse business environments.

Course Learning Outcomes:

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

1. Explain the fundamental principles of Software Project Management.
2. Discuss different methods and techniques used for Software project management.
3. Develop and manage project budgets, including cost estimation and control.
4. Identify potential project risks and develop mitigation strategies.
5. Analyze the responsibilities of IT project managers.

Prerequisite:

Fundamentals of management concepts and software process.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Software Project Management: Definition of the Project, Principles of Project Management, Project Management Life Cycle, Characteristics of Software Project, importance of software project management.	06
2.	An Overview of Software Project Planning: Introduction to stepwise project planning, selecting projects, identifying project scope & objectives, analyzing project characteristics, identifying project products & activities, identifying activity risks, and allocating resources.	06
3.	Software Effort Estimation: Introduction, Problems with over & under-estimates, software effort estimation techniques, cost estimation, staffing pattern, Capers Jones estimating rules of thumb.	06

Department of Management Studies (MBA)

4.	Activity Planning: Introduction, objectives of activity planning, when to plan, project schedules, projects & activities, network planning models, adding the time dimension, identifying the critical path.	06
5.	Risk Management: Risk and its implication, categories of risk, a framework for dealing with risk, risk Identification, risk assessment, risk planning, risk management, evaluating risks to the schedule, PERT techniques, and advantages of PERT.	06
6.	Software Quality: Attributes of Successful Project Management, Responsibilities of the Project Manager, and Project Management Issues About New Technologies. Software quality and measurement of software quality, place of software quality in project planning, importance of software quality, ISO 9126.	06

References

Text Books:

- Software Project Management, Bob Hughes and Mike Cotterell, McGraw-Hill
- Software Project Management- a concise study, S. A. Kelkar, PHI

Reference Books:

- Software Project Management in Practice, Pankaj Jalote, Pearson Education Asia
- IT Project Management, Joseph Philips, Tata McGraw-Hill
- Quality Software Project Management, Robert T. Futrell, Donald F. Shafer, and Linda I. Shafer, Pearson Education Asia.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGs2050	Course Name: Knowledge Management	3	-	-	3

Course Description:

This course equips students with skills to harness knowledge for organizational success in a knowledge-driven society. Exploring Knowledge-Based Organizations (KBOs), students will examine the evolving role of HRM, intellectual capital, and social knowledge dynamics. The course covers practical strategies, including knowledge audits, GAP analysis, and the Balanced Scorecard, alongside tools like AI and digital libraries for knowledge creation and sharing. Students will learn to apply knowledge at individual, group, and organizational levels using frameworks like Bloom's Taxonomy and E-Learning, enabling them to design effective knowledge management strategies to drive innovation and performance.

Course Learning Outcomes:

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

1. Apply the fundamentals of Knowledge Management
2. Apply and evaluate social dynamics knowledge for Organizational Effectiveness
3. Develop and Implement Knowledge Management Strategies
4. Apply and leverage Knowledge Management Tools and Technologies at Various Levels.

Prerequisite:

Basic understanding of Data Ware housing and Data Mining Concepts.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Knowledge Management: Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.	06
2.	Managing Knowledge for Organizational Effectiveness: Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).	06
3.	Social Knowledge: Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level.	06

4.	KM Strategy: Introduction of KM strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.	06
5.	Technologies to Manage Knowledge: Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters, Knowledge Reuse, Knowledge Repositories	06
6.	Knowledge use and application: Knowledge Application at the Individual Level, Characteristics of Individual Knowledge Workers, Bloom' s Taxonomy of Learning Objectives, Task Analysis and Modeling, Knowledge Application at the Group and Organizational Levels , E-Learning and Knowledge Management Application	06

References

Text Books:

- Awad and Ghaziri, Knowledge Management, Prentice Hall.
- Frances Horibe, Managing Knowledge Workers, John Wiley & Sons
- Fernandez & Leidner, Knowledge Management, PHI Learning, New Delhi

Reference Books:

- Harvard Business Review, Knowledge Management, HBP.
- Peter Drucker, Age of Discontinuity, Transaction Publishers.
- Annabel Beere, Leadership and Change Management, Sage.
- Nilakant & Ramnarayan, Managing Organizations Change, Response Books.
- Dunphy, Griffiths & Benn, Organizational Change for Sustainability, Routledge.
- Cameron & Green, Making Sense of Change Management, Kogan Page.



Class:- Second Year M.B.A.	Semester-III
Course Code: MGs2070	Course Name: Data Warehousing and Data Mining

L	T	P	Credits
3	-	-	3

Course Description:

This course helps to learn the introductory module in data warehouse and data mining. Data warehousing and data mining are two major areas of exploration for knowledge in databases. This course will cover a wide spectrum of industry-standard techniques to use in available databases. The course aims to cover powerful data mining techniques including clustering, association rules, and classification.

Course Learning Outcomes:

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

1. Explain the various data mining and warehousing components' functionality.
2. Discuss various data mining and warehousing models' strengths and limitations.
3. Illustrate various data mining and analyzing techniques of various data.
4. Analyze different methodologies used in data mining and data warehousing.

Prerequisite:

Knowledge of information concepts.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Data Warehousing: Introduction to data warehousing- What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Overview of system process, Controlling the process, Data Warehouse architecture, Characteristics of data warehouse data, An example of Transient & Periodic data.	06
2.	Database Schema: Database schema- Introduction, Dimension table, Multidimensional Schemes. Data Base Structures - Organizing Relational Data warehouse- Multi-Dimensional Data Structures-Choosing a Structure, Getting Data into the Data warehouse - Extraction, Transformation, Cleaning, Loading and Summarization.	06
3.	Data Mart: Introduction to Data Mart & Metadata. Data Mart – Introduction, When to apply, Independent data mart data warehousing, Dependent data mart & Operational data store architecture, Normalizing Dimension Tables, Metadata – Human metadata	06
4.	Introduction to Data Mining: Why data mining & What is data mining? What kind of data can be mined- Database Data, Data Warehouse, Transactional Data, Other kinds of data. Major	06

Department of Management Studies (MBA)

	issues in data mining-Mining Methodology, User interaction, Efficiency & Scalability, Data Mining & Society. Data-mining versus query tools.	
5.	Data Processing: Data processing: An overview- Major task in data processing, Data cleaning- Data cleaning as a process, Data Integration- Entity identification problem, Data reduction- Overview of data reduction strategies, Data transformation & Data discretization- Overview.	06
6.	Data Warehousing & On-Line Analytical Processing: What is OLAP? OLAP tools, Data Warehousing and OLAP. Difference between Operational Database Systems and Data Warehouse. Extraction, Transformation and Loading, Data warehouse models: Enterprise warehouse and Virtual warehouse. Examples and Case studies of leading Data Mining exercises of India and World.	06

References

Reference Books:

- Data Warehousing, Data Mining & OLAP, Alex Berson and Stephen J. Smith, Tata McGraw – Hill Edition, 13th Reprint 2008.
- Data Mining – Concepts and Techniques - Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, Elsevier, 3rd Edition, 2012.
- Data Mining Techniques – Arun K Pujari, 2nd edition, Universities Press, 2005.
- Data Warehousing Fundamentals – A comprehensive guide for IT professionals, Paulraj Ponnaiah, Wiley student Edition, reprint 2009.
- Data Mining Introductory and Advanced Topics: M.H. Dunham, Pearson Education, 2008.
- Data Mining: concepts & Techniques, Jaiwei Han, Micheline Kamber, 3rd edition, (The Morgan Kaufmann series in DBMS), Elsevier Publications



Class:- Second Year M.B.A.	Semester-III
Course Code: MGs2094	Course Name: Information System Audit and Security

L	T	P	Credits
3	-	-	3

Course Description:

This course aims to introduce students to the fundamental concepts in computer and network security, and giving an overview of information security and auditing. Data security, personal security, security management concept explore to students.

Course Learning Outcomes:

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

1. Describe fundamental concepts of systems auditing and information security.
2. Analyze the latest trend of computer security threats and defense.
3. Identify security thefts in information systems and rectify them with appropriate security mechanisms.
4. Explain the security controls in the aspects of physical, logical and operational security control.
5. Analyze the security incident with a proven audit procedure.

Prerequisite:

Introduction to Information Security, computer security.

Course Content

Unit No	Description	Hrs.
1.	Information System Audit: Overview of Information System Auditing, need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit risks, Overview of steps in an audit.	06
2.	Information System Control: A framework of management control, top management control, evaluating the planning, organizing, leading and controlling function. The basic concept of system development, management controls, operation management controls.	06
3.	System Management Control: Security Management control- Introduction to security, Computer crimes and viruses. Types of security, security threats, environmental hazards. Logical security: Threats to security, access control- identification, authentication, authorization.	06
4.	Data Security: Data Security: Threats to security, access control, Backup and recovery strategies, and data input/output control. Telecommunication Security: dials in access security, network management control, and authentication protocols.	06

5.	Computer configuration and operation security: Hardware/ software security, backup and recovery strategies, personal security, protection from people, and protection of employees.	06
6.	Security Policy: Security Planning: Risk and security policy, security audit. Case Studies: Information system organization, Auditing of information system, controls of information system, security measures in the system, Backup recovery of information system, Design of security system.	06

References

Text Books:

- Ron Weber, Information System Control & Audit, Pearson Publication.

Reference Books:

- Lucas, Information System Concepts for Manager, McGraw Hill Publication.
- Murdik Robert, Information System for Modern Management, Prentice Hall.
- Neena Godbole, Information System Security, Wiley Publication.



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGS2114	Course Name: E-Business

L	T	P	Credits
3	-	-	3

Course Description:

E-business is an interdisciplinary topic encompassing both business and technology. Basic business aspects and applications throughout the business world include commercial business, government, education, and health services. The major characteristics, opportunities and limitations of this form of business are explored. Students study various issues and risks that exist in the rapidly changing world of e-business.

Course Learning Outcomes:

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

1. Explain the structure and components of e-commerce applications.
2. Demonstrate knowledge of e-commerce consumer applications.
3. Describe the digital token credit-based electronic payment systems.
4. Comprehend key multimedia concepts.
5. Evaluate the potential impacts of various e-business strategies.

Prerequisite:

Know the e-commerce basic concept, online process.

Course Content

Unit No	Description	Hrs.
1.	Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce - an Overview, Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantages of E-commerce, Roadmap of e-commerce in India.	06
2.	Network Infrastructure: Introduction, Network Infrastructure - an Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web	06
3.	Managing the e-Enterprise: Introduction to e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise. Risks of Insecure Systems: An Overview of Risks Associated with Internet Transactions, Risks Associated with Business Transaction.	06
4.	Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems.	06

Department of Management Studies (MBA)

5.	Electronic Data Interchange (EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation Difficulties of EDI, Financial EDI. E-Marketing: The scope of E-Marketing, Internet Marketing Techniques.	06
6.	Management Challenges and Opportunities: The New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, and Managerial Opportunities.	06

References

Text Books:

- Laudon J.P., Management Information Systems: Managing The Digital Firm, PHI.
- Jawadekar. W.S., Management Information Systems, Tata McGraw Hill.

Reference Books:

- C.S.V. Murthy, Electronic Commerce- concepts, models, strategies; Himalaya Publishing House.
- Elias M. Awad, Electronic Commerce, Prentice, Hall of India Pvt. Ltd.
- S. Jaiswal, Electronic Commerce- electronic communication for business, Galgotia Publication.
- Dr. C.S. Rayudu, Electronic Commerce, e-business; Himalaya Publishing House.



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGS2130	Course Name: Cyber Laws and Cyber Security	3	-	-	3

Course Description:

This course provides a comprehensive overview of the cyber security and the legal framework that governs the digital landscape. As technology advances, so too do the risks and legal complexities associated with cyber threats, data breaches, and online crime. In this course, students will explore the fundamental principles of cyber security, information Security, information Security threats and cyber laws to protect individuals, organizations, and governments from digital harm.

Course Learning Outcomes:

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

1. Understand the concept and foundational principles of cyber security.
2. Learn various cybercrimes and cyber related frauds.
3. Understand the implications of major cyber-attacks.
4. Understand essential cybersecurity tools useful against cyber frauds.
5. Analyze and apply the provisions and cyber laws and regulatory frameworks for preservation of digital data.

Prerequisite:

Basic understanding of computer science and information technology concepts.

Course Content

Unit No	Description	Hrs.
1.	Cyber Security Overview and Principles: Cyber Security Principles: Confidentiality, integrity, availability (CIA triad), encryption, network security, authentication mechanisms. Need of Cyber security, Cyber security terminologies- Cyberspace, cyber-attacks, threats, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism	06
2.	Introduction to Cyber-crime: Classification of cybercrimes, common cyber-crimes- cyber-crime targeting computers and mobiles, cyber-crime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, Reporting of cyber-crimes, cybercrime: An Indian perspectives, A global perspectives on cybercrimes.	06
3.	Cyber Attacks: Denial-of-service attacks, Man-in-the-middle attack, Phishing, spoofing and spam attacks, Drive-by attack, Password attack, password cracking, SQL injection attack, Cross-site scripting attack, Eavesdropping attack, Birthday attack, Malware attacks, Social Engineering attacks	06

Department of Management Studies (MBA)

4.	Cybersecurity Tools and Techniques: E-commerce Security, Security threats, Encryption, Cryptography / Encryption, Digital Signatures, approaches to secure network, Public Key infrastructure, Applications of Cryptography, Public Key Notation, User for Public Key Crypto, Password policies, multi-factor authentication, Insecure Network connections, endpoint security tools, antivirus, cryptography tools and techniques, firewalls, security practices for mobile devices.	06
5.	Introduction to data protection and Laws: Role of law in cyber security, data protection regulations, data privacy, intellectual property, digital evidences, GDPR, cybercrime regulations, Information Technology Act 2000, CFAA, social media and cyber ethics.	06
6.	Provisions in Indian Laws: Overview of cyber security laws in India, Cyber Security Initiatives in India, Authentication of electronic records, legal recognition of digital signatures, use of electronic records and digital signatures in government and its agencies, duties of subscribers, penalties and adjudication. case studies and practical applications	06

References

Text Books:

- Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.

Reference Books:

- Ian Lloyd, Information Technology Law, oxford university press.
- Brian, Craig, Cyber Law: The Law of the Internet and Information Technology, Pearson Education
- Dan Shoemaker, Wm. Arthur Conklin, Cyber security: The Essential Body of Knowledge, Cengage Learning.
- Vivek Sood, Cyber Laws Simplifies, Tata McGraw Hill.
- Seymour Bosworth, M. E. Kabay, Eric Whyne, Computer Security Handbook, Set
- Harish Chander, Cyber Laws & IT Protection, PHI Learning Pvt. Ltd.
- Cybersecurity and Cyber Law: Understanding the New World of Data Protection by Dr. Rajendra Kumar.
- The Law of Cybercrimes and Their Investigations by Dr. P.K. Suri



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGS2154	Course Name: System Analysis & Design

L	T	P	Credits
3	-	-	3

Course Description:

This course covers the information systems development process from the management perspective. This course introduces established and evolving methodologies for the analysis, design, and development of an information system.

Course Learning Outcomes:

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

1. Describe the roles and responsibilities of systems analysts and project managers.
2. Outline and explain the stages of the system development life cycle model.
3. Identify the causes of information-related problems and develop a new system to mitigate these issues.
4. Design appropriate information systems using entity-relationship diagrams (ERD).
5. Oversee and manage the development of systems according to system specifications.

Prerequisite:

Basic knowledge of database

Course Content

Unit No	Description	Hrs.
1.	Introduction: System concepts, characteristics of a system, elements of system, types of system, System Environments and Boundaries. Basic principles of successful systems.	06
2.	Systems Analyst: Introduction, Historical Perspective: Role and Need of Systems, The Multifaceted Role of the Analyst: Change Agent. Investigator and Monitor. Architect. Psychologist. Salesperson, Motivator, Politician. The Analyst in the MIS.	06
3.	System Development Cycle: Introduction to Systems Development Life Cycle (SDLC), various phases of SDLC: Study, Analysis, Design, Development, Implementation, Post implementation review and Maintenance; Life cycle models	06
4.	System Planning: Data and fact-gathering techniques: Interviews, Group Communication Questionnaires, Presentations & Site Visits; System planning & investigation, Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification	06
5.	Feasibility:	06

Department of Management Studies (MBA)

	Feasibility study: Technical, Operational, Economic, Cost Benefits Analysis, Schedule, legal and contractual, Political. Modern Methods for Determining System Requirements.	
6.	Basics of Information Security: Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, and Overview of Risks associated with the Internet, Disaster Recovery Plan, Managing Risk, and Information Security Policy.	06

References

Text Books:

- K. C. Laudon and J. P. Laudon, Management Information Systems, Pearson Education. System Analysis & Design, Kendall: Pearson.

Reference Books:

- J. Hoffer, Modern Systems Analysis and Design, Second Edition, Joey George and Joseph Valacich, Pearson Education.
- J. Whitten, L. Bentley and K. Dittman, Systems Analysis and Design Methods, Tata McGraw Hill.
- Dennis and B. H. Wixom, Systems Analysis and Design, John Wiley & Sons, Inc.
- Analysis & Design of Information Systems, Senn: McGraw Hill International.



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

Rural Business 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 Rural Development
5	MGR2094	Introduction to Agribusiness Management
6	MGR2114	Managing Cooperatives
7	MGR2134	Social Marketing and Social entrepreneurship
8	MGR2154	Governance and Rural Development



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGR2014	Course Name: Rural Banking and Microfinance	3	-	-	3

Course Description:

The course on Rural Banking and Micro finance intends to provide the students with adequate knowledge of increased role and potential of rural India in the country's economic development and the role of Banking & other alternatives in the area of rural credit. In this context, Micro finance has emerged as an important mechanism in increasing rural wealth. Thereby it is imperative in the study of Rural Banking.

Course Learning Outcomes:

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

1. Evaluate the role of Rural Credit Banking policies & Credit Cooperatives in rural development
2. Analyze the Functions of Commercial Banks & its contribution financial inclusion.
3. Evaluate progress, performance & problems of RRBs, Small Finance Bank & Payment Bank.
4. Assess the contribution of microfinance as a tool of socio economic development.
5. Analyze the impact of loan disbursement and repayment on effective functioning of microfinance institutions.

Prerequisite:

Basic knowledge of finance and Indian financial system.

Course Content

Unit No	Description	Hrs.
1.	Rural Credit Banking Policies: Framework of Rural Financial Institutions (RFIs), Institutional Void, Rural Credit Banking Policies of RBI and Government of India, Functions of Rural Banking –Institutional Support to Cooperatives: NCD, NABARD, National Horticulture Board and their Role in Rural Development, Financial Inclusion and Priority sector lending.	06
2.	Financial Inclusion and Cooperative Banking: Introduction to Cooperative Banking: Principles and Evolution, Structure and Governance of Credit Cooperatives, Regulatory Environment and Challenges for Credit Cooperatives, Case Studies of Successful Credit Cooperatives in Rural and Urban India, Strategies for Sustainable Growth and Financial Inclusion through Credit Cooperatives	06
3.	Commercial Banks: Types & Functions of Commercial Banks, Sources of Banks Income, Credit Creation in banks, Consumer & Commercial Credit Analysis, Asset & Liability Management, Trends such as Consolidation & Project Line Expansion, Unit	06

Department of Management Studies (MBA)

	Banking Vs Branch Banking, Commercial Banks and Economic development.	
4.	Regional Rural Banks (RRBs): Reasons for establishment of Regional Rural Banks (RRBs), RRBs and Commercial banks, Objectives of RRBs, Organization and Management of RRBs Functions of RRBs, Progress, performance and problems of RRBs, Small Finance Bank and Payment Bank.	06
5.	Microfinance: Microfinance: Concepts, Evolution, and Objectives, Models and Approaches of Microfinance Institutions (MFIs), Regulatory Environment and Challenges for Microfinance, Impact Assessment and Success Stories of Microfinance, Sustainable Microfinance Practices: Innovation and Best Practices	06
6.	Micro Finance Institutions (MFIs): Working of SHG Bank Linkage Programme(SBLP)& Problems, Micro Finance Institution Model, Major Micro Finance Institutions (MFIs) SHG, Monitoring and Evaluation, Emerging issues: (Governance, Regional Imbalances & Sustainability) Impact and Social Assessments of MFIs, Loan Disbursement and Repayment.	06

References

Text Books:

- Beatriz Amendariz and Jonathan Morduch, The Economics of Microfinance, the MIT Press.

Reference Books:

- S C Bandyopadhyaya, Rural Banking IIBF-Macmillan India.
- P Arunachalam, Micro finance in India-Serials publications.
- B P Nanda, Micro finance and Rural development in India, Jain Book.
- C K Prahalad, The Fortune of the Bottom of Pyramid, Pearson Education.



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

Class:- Second Year M.B.A.	Semester-III
Course Code : MGR2034	Course Name : Rural Society and Polity

L	T	P	Credits
3	-	-	3

Course Description:

The course aims to help students understand the rich diversity in rural society in detail. The focus of industries is now shifting to rural India and the consumers. It is important to understand the rural society and the political institutions there. The course takes care of the gender aspects of rural India.

Course Learning Outcomes:

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

1. Analyze development of rural economy and Interdependence between Rural and Urban Sectors.
2. Develop relationship among Rural Society and Rural Environment.
3. Compare the problems of Schedule Cast, Schedule Tribe and Women & Assess the impact of Social Inclusion on development
4. Analyze the issues related to gender, Women in Development (WID) and Gender Relation.
5. Evaluate Participatory approaches to rural development and social development.

Prerequisite: Basic understating of Indian Society.

Course Content

Unit No	Description	Hrs.
1.	Rural Areas and Rural Development: Rural area: Definition of urban area, statutory towns, Census town, urban agglomeration (UA), Out Growths (OGs), Methodologies to define rural and Criteria for distinguishing the rural social world from the urban social world; Rural development: Features of rural economy and rural society, Interdependence between Rural and Urban Sectors. Strategies for Rural Development.	06
2.	Rural Society in India: Rural Society: Social Differentiation and Stratification, Ideological, Structural, Functional, Marxian, Subaltern, Non- Brahmanical Perspective, Jajmani System; Rural Communities, Institutions and Environment; Rural Populations: Youth, Life Course of elderly & rural strata, Caste Based System and Issues of Ethnic Minorities. mint and participatory development, Typology of participation.	06
3.	Development, Social Justice Weaker Sections of Society: Theories of Underdeveloped, Developing and Third World Countries; Social Justice: Frameworks and Theories, As a value of Social work, Intersecting Social	06

Department of Management Studies (MBA)

	Identities and Systems of Privilege/Oppression, Power and Inequality, Coalition and Movement building, Allyship, Self-care, Healing, Coping, Résistance and Resilience; Weaker Sections of Society: Schedule Cast, Schedule Tribe and Women and their problems.	
4.	Social Exclusion & Social Capital: Multidimensionality of social exclusion, active and passive exclusion. Social Capital: Formation in Rural, Urban and Suburban communities, Gendering Theory, Gift Theory, Importance in Combating Social Exclusion, Impact on Development.	06
5.	Gender and Development: Differences related to gender, Women's triple roles and Gender needs, Women in Development (WID), Works and Gender Relation (Inside/Outside House, Informal/Formal, Globalization & Pay gap), Population and Health Problems in Gender Lenses, HIV/AIDS and Gender, Agriculture, Environment and Gender	06
6.	Participatory approaches to rural development and social development: Participation, Supply Driven Development, Participatory Development, Sustainable Development, Demand/Community Driven Development, People Cantered/Controlled Development, Rights Based Approach, shifts in development approaches, Distinction between participation in develop	06

References

Text Books:

- David L. Brown and Kai A. Schafft, Rural People and Communities in 21st Century, Resilience and Transformation, Wiley.

Reference Books:

- Amy E. Guptill, Denise A. Copelton, Betsy Lucal, Food and Society: Principles and Paradoxes, Wiley.
- Vivek P. S, Sociological Perspectives and Indian Sociology, Himalaya Publishing House, Mumbai.
- Das Veena, Critical Events, An Anthropological Perspective on Contemporary India, Oxford University Press, New Delhi.
- Abraham M. F, Modern Sociological Theory, OUP, New Delhi.
- Shah Ghanshyam, Social Movements and the State, Sage Publications, New Delhi.
- Saleem Shaikh, Business Environment, Pearson Education.



Syllabus (Theory Courses)
 To be implemented from **2024-26 NEP Batch**
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGR2054	Course Name: Society Up-liftment Policies	3	-	-	3

Course Description:

The course deals with the causes of social problems and how societies attempt to solve them, both nationally and internationally. It discusses why making successful policies is so complex, why patterns of inequality persist and what more can be done to address social problems. Social Policy is concerned with promoting the welfare of citizens. The subject focuses on the 'big five' areas of: poverty, health, housing, education and unemployment.

Course Learning Outcomes:

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

1. Identify the complexities of Growth Vs Development, Rising Expectations & Development, Challenges & Opportunities in Rural Economy.
2. Analyze the impact of Rural Child Development Programme.
3. Evaluate the National Rural Health Mission programme.
4. Examine role of Rural Housing Programme on socio economic development of rural areas.
5. Discuss the impact of Rural Women Empowerment programme.

Prerequisite:

Basic knowledge of Rural India problems.

Course Content

Unit No	Description	Hrs.
1.	Rural Development: Growth Vs Development, Rising Expectations & Development, Dilemmas in Development, Challenges & Opportunities in Rural Economy, Income Distribution, Rural Vs Urban Poverty, Rural Water Supply and Sanitation, Constructionist Theory of Learning & its Implications on Youth Development: Modernization, Dependency, Rosenstein Rodans, Leibensteins Critical Minimum Effort, Lewis Model, Gunnar Myrdal's Thesis. Rural Development: A Critical Analysis- McKinsey Report.	06
2.	Rural Child Development Program: Theoretical Framework for Childhood Morbidity & Mortality, Integrated Child Development Program & its Impact - Anganwadi Scheme, Reproductive & Child Health Program, Mid-Day Meals Program, Balika Samriddhi Yojna, Sukanya Samriddhi Account Yojana, Combating Modern Slavery & Child Labour, Women and Child Development.	06
3.	Rural Health Program: Health Status of Indian Population: Urban & Rural Perspective, National Rural Health Mission, Guidelines, Impact, Reproductive, Maternal, Newborn, Management of Neonatal Illnesses, Janani Shishu Suraksha Program, Rastriya	06

Department of Management Studies (MBA)

	Bal Swastha Program, Child & Adolescent Health, Monitoring at Various Levels.	
4.	Rural Housing Program: Town Planning - Social Overview, Rural Housing Program and its Impact- National Housing Policy, Indira Awas Yojna, Pradhan Mantri Gramodaya Yojna, Linkage Between Housing and Socio-Economic Development., Emerging Trends and Innovations in Rural Housing, Monitoring, Evaluation, and Future Outlook	06
5.	Rural Women Empowerment Program: Concepts & Theories of Empowerment: A women orientation, Rural Empowerment Schemes & its Impact- Beti Bachao Beti Padhao, Ujjwala, Sudhar Grah, Indira Gandhi Matritva Sahyog, Working Women Hostel, Narishakti Purushkar, Women Helpline, Crèches for Children of Working Mother, Incidences of Domestic Violence & Prevention Techniques	06
6.	Rural Employment Program: World & Indian Employment Trends, Employment Generation Theoretical Perspective, Keynes Theory of Employment, Employment Generation Program in India, Youth Adolescent Development Program, Industrial Training Centre, Literacy Mission- Digital Literacy, Saakshar Bharat Abhiyan, Farmer's Night School, Rural Employment Scheme & its Impact on Society: TRYSEM, MGNREGS, PMRY, STEP, YIN, SWOP, PRIs	06

References

Text Books:

- Kartar Singh, Rural Publication.

Reference Books:

- S Giriappa, Evaluation of rural development programme, Mohit Publication.
- Joel S GR Bhose, NGOs and Rural Development, Concept Publication.
- Robert Chambers, Ideas for Development, Earth Scan, London.
- D Bary, Dalal-Clayton, David Dent, Oliver Dubois, Rural Planning in Developing Countries-Supporting Natural Resource Management and Sustainable Livelihood, Earthscan.



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGR2074	Course Name: ICT in Rural Development	3	-	-	3

Course Description:

The course deals with the prospects, challenges, and roles of information and of information and communications technologies (ICTs) in social and economic development; knowledge and skills to help in the effective planning, development, implementation and management of ICT for rural development initiatives.

Course Learning Outcomes:

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

1. Explore the importance of Information, Communication and Technology in development.
2. Evaluate the role of ICT in Sustainable development goals.
3. Analyze ICT as an infrastructure and its relationship with managing development issues.
4. Identify opportunities in E-inclusion and its importance in development.
5. Examine the impact of ICT in the Rural Project Framework.

Prerequisite:

Domain knowledge of ICT.

Course Content

Unit No	Description	Hrs.
1.	ICT for Rural Development: Importance of Information and Communication Technology in Development, Embedding ICT in Rural Development, Transformative ICT Enabled Development Models and Impacts. Critical Issues in ICT Development.	06
2.	ICT and Sustainable Development Goals: ICT and Sustainable Development, ICTs and the MDGs, MDG-ICT: UN ICT Task Force, UN Development Agenda-Post 2015, MDFGs and SDGs – Post-2015, End Poverty - UN	06
3.	ICT-Infrastructure and Development: ICT Infrastructure for Rural e-governance application. Access to Knowledge (A2K) in Less Developed Countries, E-readiness, ICT-Vision- India-Planning-Commission-2020, Digital India and Development.	06
4.	E-Inclusion: Digital-divide – opportunity, Digital Divide to Digital Inclusion, Net Neutrality and Development, Internet of Things (IoT) and Development, Financial Inclusion.	06
5.	E-Governance and Development: E-Governance – Indian Context, Decrypting e-governance, e-Government Projects, Framework for Citizen Engagement-NeGP, Cyber Kiosks and Dilemma	06

Department of Management Studies (MBA)

	of Social Inclusion.	
6.	ICT Project Management: ICT Project Management Framework and Project sizing, District Development Index –Transition in economic development, Focus area for select DDI, Project life cycle, Rural ICT Comprehensive evaluation.	06

References

Text Books:

- Nor Aziah Alias, ICT Development for Social and Rural Connectedness, Springer.

Reference Books:

- Ladislaus Semali, Cases on Developing Countries and ICT Integration: Rural Community Development, Information Science Reference

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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGR2094	Course Name: Introduction to Agribusiness Management	3	-	-	3

Course Description:

This course provides a perspective and understanding of the key components of Agricultural Business management, with a focus on the management tools used to measure business performance. There will be an emphasis on evaluating farm businesses incorporating financial, marketing, production and human resource management tools, decision-making techniques, technology adoption and management of risk.

Course Learning Outcomes:

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

1. Describe global Agribusiness Environment and scope of community-based industry.
2. Implement demand and plan procurement method.
3. Identify opportunities in organized food retailing and analyze problems in Agri Input Markets.
4. Evaluate ICT application in Agriculture Trade.
5. Create linkage with apex agriculture and farming welfare institution for getting financial assistance and support from latest research.

Prerequisite:

Basic knowledge of agriculture sector

Course Content

Unit No	Description	Hrs.
1.	Agribusiness Environment: Agribusiness Global Environment-WTO Agreement on Agriculture, Procurement and Logistics, Food Safety, Commodity Based Industries such as - Paddy, Dairy, Fish, Sugar, Coconut, Poultry, Horticulture- Floriculture, Floriculture, Permaculture, Strategies of Value Addition to Commodities, Trends in Agriculture Production across the Globe.	06
2.	Procurement Methods: Demand Forecasting, Planning and Scheduling, Quality Management in the Supply Chain, Procurement Methods: e-platform, Contract and Cooperative Farming, Zero Budget Farming, Vertical Integration, Future Markets, Community Based Organization, e – Mandis.	06
3.	Food Retailing: Mandi, Haats and Fairs of India, Retail Success and Key Drivers Organized Food Retailing, Food Retailing Success Stories in India, Foreign Retail Investors, Cash and Carry, Franchising the Entry Route; Franchise in India, Fair Trade, Farmer's Markets – Farm to Fork.	06

4.	Agriculture Inputs: Policy and Market Environment for Inputs, Agricultural Input, Seed , Genetically Modified Seeds, Fertilizer, Pesticide, Agricultural Machinery. Channel Management in Agriculture Input Industry, Drip Irrigation, Tissue Culture.	06
5.	Agri Information Management and Risk Management: ICT Application in Agriculture Commerce, AGMARKNET, Kisan Call Centre, Project Gyandoot, Village Knowledge Centre, DD Kisan, Risk Management- Production Risk, Marketing Risk, Financial Risk, Legal Risk, Human Resource Risk, Crop Insurance Scheme, Forward Contract, Future Market.	06
6.	Institutional Linkage to Agribusiness: Ministry of Agriculture and Farmer welfare, Department of Agriculture and cooperation, Department of Agricultural Research and Education, Financial Institutions Linkages, RBI, PSU Banks, RRBs, Private Banks, Securities and brokers, Agriculture Insurance Company, NABARD, NCDC, NDDB, APEDA, NAFED, CWC, FCI.	06

References

Text Books:

- Elizabeth Yeager Agribusiness Management Pearson

Reference Books:

- Richard L. Kohis Marketing of Agricultural Products Pearson
- Pingali Venugopal Agri Input Marketing in India Kindle Edition.



Syllabus (Theory Courses)
 To be implemented from **2024-26 NEP Batch**
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III
Course Code: MGR2114	Course Name: Managing Cooperatives

L	T	P	Credits
3	-	-	3

Course Description:

Cooperative businesses exist in a wide variety of sectors within the Indian economy, and represent a distinctive model for organizing labor, capital, and knowledge to produce goods and services. Studying cooperatives aids understanding of all aspects of industrial structure and business organization, and challenges conventional thinking about what it means for an economic system to be “capitalist”. Fundamentally, a cooperative firm represents a unique form of business ownership.

Course Learning Outcomes:

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

1. Describe the core values, principles, and significance of cooperatives
2. Analyze the credit cooperative structure and its role in financial inclusion.
3. Identify the challenges in the management of cooperatives.
4. Analyze the legal aspects integrated with cooperative business.
5. Develop practical solutions to managerial and operational challenges in Indian cooperatives.

Prerequisite:

Basic understanding of cooperatives

Course Content

Unit No	Description	Hrs.
1.	Overview of Cooperatives: Importance of Cooperatives, Basic Values & Principles of Cooperatives, Cooperatives Vs Capitalism, Cooperative Thoughts: Contribution of Cooperatives in Economic development	06
2.	Growth and Development of Cooperatives: Origin and growth of Cooperative movement in India, Major developments in post-independence period, Short, Medium and Long Term Cooperative Structure, Support of Institutional Finance in Cooperative Development - NDDDB, and NCUI.	06
3.	Cooperative Legislation: Brief layout of Act of 1904, 1912, Constitutional Reform made in 1919, Essential provision of Maharashtra Cooperative Act 1960, Recent Trends in Cooperative legislation -97 th Amendment (Feb, 2013).	06
4.	Cooperative Societies:	06

Department of Management Studies (MBA)

	Consumers Cooperatives Society, Producers Cooperatives Society, Cooperative Marketing Society, Cooperative Farming Society, Housing Cooperative Society, Milk Marketing Cooperative Society, Sugar Cooperative Society.	
5.	Management of Cooperatives: Principles of Cooperation and Principles of management, Role of Officials in Cooperative Management, Registrar of Co-operative Societies and his Role-General Body of Members, Board of Directors- Managing Committee, Functions of Board of Directors, Powers and Functions of Chairman/ President, Duties and Functions of Secretary of Cooperative Societies. Role of women participation in Cooperative Management	06
6.	Managing Problems of Indian Cooperatives: Modern management and features of Cooperative management. Managerial problems: Sales Promotion of Consumer Cooperatives, Procurement Policies and Sales of Marketing Cooperatives, Transport Management, Processing, Product Development & Marketing of Cooperatives.	06

References

Text Books:

- Kamat ,GS ,New Dimensions of Cooperative Management, Himalayas Publishing House

Reference Books:

- Sah, AK, Professional Management in Cooperatives, Vikas Publishing House
- Ansari A A, Cooperative Management Pattern, Anmol Publication
- John Restakis, Humanising the Economy: Cooperatives in the age of Capital, New Society Publishers
- Michael Siegrist, T c Earle and Heinz Gutsher, Trust in Cooperative Risk Management, Earthscan



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGR2134	Course Name: Social Marketing and Social Entrepreneurship	3	-	-	3

Course Description:

Social Marketing & Social Entrepreneurship is about creating and leading organizations that advance a social mission using the structures and market place of business. This course offers a practical introduction to social entrepreneurship and involves entrepreneurship, innovation, society, and corporate social responsibility (CSR) issues. The course focuses on key concepts in the emerging field of social entrepreneurship & marketing including organizational learning, sustainability, philanthropy, commercialization, profit and nonprofit development.

Course Learning Outcomes:

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

1. Analyze Theories & Approaches in Behavioral Modification.
2. Identify social marketing projects.
3. Manage Social marketing programme.
4. Assess the models of social Entrepreneurship and Enterprise.
5. Analyze impact of social impact investors.

Prerequisite:

Basic knowledge of marketing & entrepreneurship

Course Content

Unit No	Description	Hrs.
1.	Theories & Approaches in Behavioral Modification: Behavior, Objectives & Goals, Adoption of Healthy & Pro-social Behaviors, Theory of Reasoned Action, Theory of Psychological Reactance, Health Belief Model, Social Cognitive Theory, Cognitive Consistency Theory, Social Determinants & Social Capital. Purpose of Social Marketing: Use of Avoid, Terminate & Accommodate Campaigns.	06
2.	Social Marketing: Strategy and Implementation: Social Marketing Strategy & Projects, Implementing, Monitoring & Evaluation. Characteristics of New Media, Digital, proactive, Visible, Real, time & Memory, Ubiquitous, Networks. Impact of social media in political, Informational & Media platforms: Tunisian revolution, Arab Social uprising. Connect between Fear & immigration through the use of social media. Social media & Social Campaigns in Public Service Promotions: Conservative & Influential.	06
3.	Design and application of Social Marketing:	06

Department of Management Studies (MBA)

	Research in the Social Marketing Process, Determining Research needs and options, managing a Social Marketing Program, Partnerships, Evidence-Based Advocacy for Policy Framework and Regulation.	
4.	Social Entrepreneurship & Enterprise: Social Entrepreneurship-Addressing Social & environmental Challenges, Models of Collective Action, Collation Building & Movement Building, Public Private Partnership model, Situations, Resources & Business Structure for Social Enterprise. Sustainability: Impact & Performance. Sensitization to the social sector, rectifying social inequalities through inclusive business solutions, Role of technology & innovations in developing social enterprises.	06
5.	Financing to Social Enterprises: Financing for Startup, establishment, growth & expansion. Investment of social impact investors, Differences among traditional venture investors, market investors & social impact investors, Measurement of ROI, Exit strategy of social impact investors, contribution of corporations in scaling of social enterprises, Evaluation of "For Profit" social venture models	06
6.	Managing Performance: Business plan development, Analysis of three nonprofit locally, nationally & internationally organizations, social enterprises-A sustainable model, Scaling up of social enterprises, Regulatory framework & CSR, Successful Social Enterprises.	06

References

Text Books:

- Nancy R Lee & Philip Kotler, Social Marketing Changing Behaviour for Good, Sage

Reference Books:

- R Craig Lefebvre, Social Marketing & Social Change , Strategies & Tools for Health, Well Being & Environment, Wiley
- Schwartz, Beverly. Rippling: How Social Entrepreneurs Spread Innovation Throughout the World. Wiley.
- Grayson, David, McLaren, Melody, Spitzack, Heiko. Social Entrepreneurs-An Extra Force for Sustainability, Canfield University.
- David Bornstein, How to change the world-Social Entrepreneurs and Power of new ideas, OUP.
- Prahalad, C.K. The Fortune at the Bottom of the Pyramid, Wharton School Publishing, Erickson, Gary. Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar, Inc. Cliff Bar and Family.

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGR2154	Course Name: Governance and Rural Development	3	-	-	3

Course Description:

This course explores the relationships and intertwining of governance, politics and development interventions. Through a focus on institutions of international, regional and national governance, and aid instruments designed to enhance national capacity for effective and efficient delivery of development outcomes (such as Sector-Wide Approaches, Poverty Reduction Strategy NGOs, CBOs, Trade Unions, and direct budget support), the module explores the politics of development interventions.

Course Learning Outcomes:

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

1. Solve the Governance issues in Modern state and societies.
2. Illustrate the role of environment in Governance.
3. Elaborate the Roles and responsibilities of Board of Director for better corporate governance.
4. Differentiate the relationship between Governance and Development.
5. Assess the Accountability and Transparency in Governance in CBOs.

Prerequisite:

Basic understanding of corporate governance

Course Content

Unit No	Description	Hrs.
1.	Governance and Development: Concepts and theories of governance, Problems in Governing order and change, Governance in Stateless societies state societies, Relationship between governance and development; Sustainable human development ;Green Mail, Poison Pills and golden Parachute.	06
2.	Environment and Governance: Challenges of Global Environmental Change and Concerns, Role of Environmental Governance and Dilemmas, Sustainable Livelihood Practices, Global Environmental Standards in Plural World, Reproducing the Global in Local Context.	06
3.	Governance Issue of Modern State and Society: Liberal democratic polity in post-colonial societies, Totalitarian states, Rights of Men/women and Citizens, Tradition, Civil Society and Intermediate Institutions, NGOs, CBOs, Trade Unions etc., Limitations of Democratic Governance, Social Capital and Democratic governance, Governing Market. Bureaucracy and Democracy, Equity in Governance, Institutional governance at apex level – Executive, Judiciary and Legislature	06

Department of Management Studies (MBA)

4.	Corporate governance: Corporate governance policies, processes, and Structure of typical board, roles and responsibilities of Board of Directors ;pillars of corporate governance, Major expert committees; agency and stewardship theory, the division of profit sharing and various forms of employee and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading.	06
5.	Accountability and Transparency in Governance: Accountability and Transparency, Local Self Governance in India, Panchayat Raj Institutions and Development, Governance in Voluntary organization and CSR, Governance Issues in CBOs, Measures of Governances.	06
6.	Global Governance: Geopolitics and Global Governance, Institutions of Global Governance, Bretton wood Institutions, Emerging Issues: Hybrid Peace Governance, International Migration, Global Governance on water, Politics of international administration, Poverty alleviation and Human	06

References

Text Books:

- Ogburn F. William & Meyer F. Nimk off. The Governing Institutions of Society-A Handbook of Sociology. Eurasia Publishing House (Pvt.) Ltd. N. Delhi

Reference Books:

- Bevir, Mark. Governance: A Very Short Introduction, Oxford University Press
- State. International Encyclopedia of Social Sciences. Vol. 13. The Macmillan Company and the Free Press. New York. Collier- Macmillan Publishers. London.
- Kashyap, S. C. Our Constitution: An Introduction to India's Constitution and Constitutional Law. National Book Trust
- Kaviraj, Sudipta. The Culture of Representative Democracy in India, Oxford University Press. N. Delhi
- Gurcharan Das , The Difficulty of Being Good, Penguin India;
- Choudhary, Kameshwar, Globalization, Governance Reforms and Development. Sage Publications. N. Delhi.
- Ha-Joon Chang. Bad Samaritans: The Myth of Free Trade and the Secret History of Capitalism, Bloomsbury Press. New York.
- Rivero De Oswaldo. 2001. The Myth of Development: The Non-Viable Economics of the 21st. Century. Books for Change. Bangalore.



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

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



Class:- Second Year M.B.A.	Semester-III
Course Code: MGT2014	Course Name: Engineering Management

L	T	P	Credits
3	-	-	3

Course Description

The Engineering Management Course is designed to provide the background in management science necessary to advance from purely technical positions to supervisory responsibilities in such areas as research and development, production, engineering, design, and technical marketing. The course is open to those students who aspire to be engineering or technically based managers.

Course Learning Outcomes:

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

1. Understand the diverse functions and responsibilities of engineers within an organization.
2. Identify complex problems and apply analytical techniques to determine optimal solutions.
3. Effectively manage production processes and service operations to enhance efficiency and productivity.
4. Understand the communication process and the role of Management Information Systems (MIS) in decision-making and organizational success.

Prerequisite:

Basic Technical knowledge.

Course Content

Unit No	Description	Hrs.
1.	The field of Engineering Management The functions of the Engineer, Engineer in various type of organization management skills required at various levels, Concept of engineer management, Process of management, Requirements for the engineer manager's job.	06
2.	Decision Making Decision making as management responsibility, Concept of decision making, Decision making process, Approaches in solving problems, Quantitative model for decision making.	06
3.	Planning technical activity: Role of engineers in planning, Levels of planning: Strategic, Tactical, and Operational, Short-term vs. long-term planning, Work Breakdown Structure (WBS), Gantt Charts and Network Diagrams (PERT & CPM), Time estimation and scheduling techniques, Budget planning and financial forecasting, Safety regulations and compliance in engineering projects.	06
4.	Organizing technical activities: Organizing, Purpose of structure, Types of organizational structure, Reason for organizing, Centralization vs. decentralization in technical management, Process	06

Department of Management Studies (MBA)

	mapping and workflow analysis, Lean management principles in engineering, Performance measurement and Key Performance Indicators (KPIs).	
5.	Managing Production and Service operations: Operation, production process, Operation management, operation and Engineer manager, Productive System- Product design, Production planning and scheduling, purchasing and material management, Inventory control, Work flow layout, Quality control.	06
6.	Communication: Communication, Functions of communication, Communication process, Forms of communication, Barriers to communication, Techniques for communicating in organizations, Management information system.	06

References

Text Books:

- Engineering Management- Ayonkay R. Medina, e-book
- Dr. Sunil Sharma, Engineering Management, S.K. Kataria & Sons

Reference Books:

- Roger Kinsky ,Engineering Management, McGraw-Hill Education



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGT2034	Course Name: Enterprise Productivity	3	-	-	3

Course Description:

Enterprise Productivity course is designed to impart the knowledge of implementing, managing, measuring and sustaining a productivity improvement drive. The course aims to equip management students with tools and techniques to drive productivity. This includes the basic know-how on an in-house productivity drive, engagement of workers and how to sustain the efforts in productivity with the goal to improve operation productivity.

Course Learning Outcomes:

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

1. Elaborate enterprise level and micro level productivity
2. Apply different type technology to increase productivity
3. Analyse and Explain different productivity models
4. Apply different productivity models in business.

Prerequisite:

No formal prerequisites are required however; a basic understanding of management functions may be useful.

Course Content

Unit No	Description	Hrs.
1.	Introduction: Productivity concepts, Macro and Micro factors of productivity, productivity benefit model, productivity cycles.	06
2.	Enterprise level and micro level productivity: Enterprise level and micro level productivity, productivity and economic growth, Role of workers, Trade unions and management productivity.	06
3.	Productivity in Agriculture and Industrial sectors: Productivity in Agriculture and Industrial sectors, Indian scenario for productivity, Reasons for low productivity, Areas for improving productivity-low cost technology, appropriate technology, energy resources, Import substitution, and flexible production.	06
4.	Productivity Models: Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector.	06

Department of Management Studies (MBA)

5.	Work Measurement: Computation of Standard Time, Elements, Types of Elements Performance Rating, Allowances, Need for Allowances, Types of Allowances.	06
6.	Industrial engineering and productivity techniques: Industrial engineering and productivity techniques, Historical growth of Industrial engineering, Technology-Based Productivity Improvement Techniques, Robotics, Laser Technology, Energy Technology, Group Technology, Rebuilding Old Machinery, Energy-Conservation Technology (ECT)	06

References

Text Books:

- Productivity engineering and management - Sumanth, D.J. – Tata McGraw-Hill, New Delhi.

Reference Books:

- Organizational transformation and process re-engineering - Edsomwan, J.A., - British Library Cataloging in Pub.data.
- ProductivityPlus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGT2054	Course Name: Management of Technology and Innovation

L	T	P	Credits
3	-	-	3

Course Description:

This course focus on integrating technology with business and emphasize the ways in which technology affects business operations. Different matters of importance related to Technology Management are discussed. It discusses various aspects of technological innovation and subsequent diffusion.

Course Learning Outcomes:

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

1. Understand role of technology and core competence
2. Explain technology cycle and understand technology change
3. Identifying and evaluating the impact of relevant changing technology and managing those changes.
4. Analyze trend and understand role of TIFAC
5. Identify different patterns of technological changes

Prerequisite:

No formal prerequisites are required however; a basic understanding of management concept may be useful.

Course Content

Unit No	Description	Hrs.
1.	National and International Business Scenario: Competitiveness, Role of technology and core competence, Bench marking and re-engineering, Technology management approach, Integration of Technology and other resources to succeed.	06
2.	Products, product lines and technology life Cycles: Introduction to PLM, PLM in factory and applications, Technology cycle and understanding technologies change, Responding to technological changes, Adoption of technology, Overcoming resistance, different approaches.	06
3.	Technology and industry: Technology origin and evolution, Tailoring technology to fit specific industry requirements, Organization redesign, Organizational re-engineering, Financial considerations for technology Planning.	06
4.	Acquiring Technology from Outside: planning obtaining technology, Types of alliances, Acquisition and Mergers, Key issues in for successful acquisition of technology, acquisition capabilities, Negotiation, Metrics, Gap analysis, Case study	06

Department of Management Studies (MBA)

5.	Technology forecasting: Technology Forecasting, Need, Methodologies: Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC)	06
6.	Patterns of Technological Change: Managing Technological Transitions Disruptive Technologies, The Reconfiguration of Existing Product Technologies and the Failure of Established Firms, S-curve” and the “Chasm”	06

References

Text Books:

- M.A. White and G.D. Bruton. The management of technology and Innovation, Cengage Learning.

Reference Books:

- John Howells. The Management of Innovation and Technology, Sage Publications, Insight in Innovation-Managing Innovation by understanding the laws of Innovation, Elsevier publications
- Chris Floyd, Managing Technology for Corporate Success, Gower publishing limited.



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGT2074	Course Name: R & D Management	3	-	-	3

Course Description:

This course will explain how managing an R&D organization is largely the art of integrating the efforts of diverse, creative, intelligent, and independent individuals. It will offer a concise, yet effective, overview of the management issues and their solutions. The ideas presented in this course consist of the work of a multitude of experts and focuses on ways to improve the productivity of R&D. It is designed to bring the attendees to a stage where they can apply this information and to foster excellence and innovation in their R&D organization.

Course Learning Outcomes:

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

1. Comprehend different Managerial aspects of Innovation, R&D and Intellectual Property Rights.
2. Explain significance of Innovation Management and Research and Development Management.
3. Discuss various innovative strategies used in business for achieving business objectives.
4. Evaluate Research and Development project.

Prerequisite:

No formal prerequisites are required however; a basic understanding of management concept may be useful.

Course Content

Unit No	Description	Hrs.
1.	Introduction & Managerial aspects of Innovation function: Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes,	06
2.	Innovation Management: Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation, organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative organization.	06
3.	Research and Development Management: Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective.	06

Department of Management Studies (MBA)

4.	Performance of R&D management: Performance of R&D management in Indian scenario. Financial Evaluation of R&D Projects, Cost effectiveness of R&D financial forecasts,	06
5.	R & D Projects: Project selection, Evaluating R&D ventures, conflicting views of managers, Allocation of resources, R&D programme planning and control	06
6.	Understanding of Intellectual Property Rights: Introduction of IPR, History of Patent Protection, Rationale behind Patent System, WTO, TRIPS and WIPO	06

References

Text Books:

- K B Akhilesh, R&D Management (Management for Professionals), Springer.

Reference Books:

- F. Peter Boer, The Valuation of Technology, Business and Financial Issues in R&D, Wiley
- WIPO, WIPO Reading Material on Intellectual Property, Geneva.



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester- III
Course Code: MGT2094	Course Name: Value Engineering

L	T	P	Credits
3	-	-	3

Course Description:

This course will explain a systematic and organized approach to providing the necessary functions in a project at the lowest cost. It will offer a concise, yet effective, overview of the management issues and their solutions. The course give the brief information of value engineering job plan, value engineering programme, and value analysis.

Course Learning Outcomes:

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

1. Analyze functions of value engineering, approaches to functions, and evaluate their worth and value.
2. Apply application of value engineering in maintenance and repair activities.
3. Create value engineering job plan
4. Evaluate value engineering projects

Prerequisite:

No formal prerequisites are required however; a basic understanding of management concept may be useful.

Course Content

Unit No	Description	Hrs.
1.	Introduction: Definition, value-engineering recommendations, programs, advantages, Evaluation of function, determining function, classifying function, evaluation of costs, evaluation of worth, determining worth, evaluation of value. Level of value engineering in the organization, size, and skill of VE staff, small plant, VE activity, unique and quantitative evaluation of ideas.	06
2.	Value Engineering Job Plan: Introduction, orientation, information phase, Function phase, creation phase, evaluation phase, Investigation phase, implementation phase, speculation phase, analysis phase.	06
3.	Selection of Evaluation of Value Engineering Projects: Project selection, Methods selection, value standards, application of Value Engineering methodology	06
4.	Initiating Value Engineering Program: Introduction, training plan, career development for Value Engineering specialties. Fast Diagramming: Cost models, life cycle costs	06

5.	Value engineering level of Effort: Value Engineering team, Co-coordinator, designer, different services, definitions, construction management contracts, value-engineering case studies.	06
6.	Value Analysis: Concept, tools of value analysis, approach of value analysis, roadblocks to good value, case studies	06

References

Text Books:

- S.S.Iyer, Value Engineering A how to Manual, New age International Publishers
- Anil Kumar Mukhopadhyaya, "Value Engineering: Concepts Techniques and applications", SAGE Publications 2010.

Reference Books:

- E. Mudge, Value Engineering: A Systematic Approach Arthur, McGraw-Hill
- L. D. Miles, Techniques of Value Analysis and Engineering.
- Richard Park, "Value Engineering: A Plan for Invention", St. Lucie Press, 1999.
- Del L. Younker, "Value Engineering analysis and methodology", Marcel Dekker Inc, New York, 2004.
- Miles, L.D., "Techniques of Value Analysis and Engineering", McGraw Hill second Edition, 1989.
- Khanna, O.P., "Industrial Engineering and Management", Dhanpat Rai & Sons, 1993.
- Anil Kumar Mukhopadhyaya, "Value Engineering Mastermind: From concept to Value Engineering Certification", SAGE Publications, 2003



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III
Course Code: MGT2114	Course Name: Engineering Systems Simulation

L	T	P	Credits
3	-	-	3

Course Description:

The application of computer simulation to industrial settings is taught. Areas covered include system structure, system analysis, model construction, data collection, and computer simulation languages. The application of simulation to facilities layout for manufacturing is emphasized.

Course Learning Outcomes:

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

1. Apply random numbers in simulating systems.
2. Explain engineering systems modeling and simulation
3. Conduct simulation experiments
4. Analyze simulation output

Prerequisite:

Basic knowledge of statistics and probability

Course Content

Unit No	Description	Hrs.
1.	Introduction to System Simulation: Introduction to system simulation, Applications, Discrete and Continuous simulation, Simulation models, Simulation procedure, Simulation Examples, General Principles, Simulation software.	06
2.	Random Numbers: Random number generation, Testing of Random numbers, Techniques for generating random numbers- Random Variate Generation, Inverse transform techniques-Acceptance Rejection techniques, Special properties	06
3.	Principles of engineering systems modeling and simulation: Different types of computer modeling and simulation: continuous, kinematics, and discrete-event simulations	06
4.	Applications of simulation techniques: utility as design, analysis, problem-solving, and decision-support tools for complex engineering systems.	06
5.	Simulation Modeling: Queuing models, statistical models, selecting input probability distribution, building valid credible models, design and conduct of simulation experiments building valid credible models, design and conduct of simulation experiments	06

6.	Simulation output analysis: Statistical analyses of output, Verification and validation of simulation models	06
----	--	----

References

Text Books:

- Averill M. Law and W David Kelton, Simulation Modeling and Analysis, McGraw Hill,

Reference Books:

- W David Kelton, Randoll P Sadowski, and Debroah a Sasowski, Simulation with ARENA, McGraw Hill.





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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGT2134	Course Name: Big Data Analytics	3	-	-	3

Course Description:

This course provides a basic introduction to big data and corresponding quantitative research methods. The objective of the course is to familiarize students with big data analysis as a tool for addressing substantive research questions. The course begins with a basic introduction to big data and discusses what the analysis of these data entails, as well as associated technical, conceptual and ethical challenges.

Course Learning Outcomes:

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

1. Explain Big Data and its analytics in the business world
2. Discuss the different file management tasks in Hadoop by analyzing the data.
3. Analyze Map Reduce Paradigm and develop data applications using various systems.
4. Apply Job Execution in the Hadoop Environment
5. Configure a Hadoop Cluster for data analysis

Prerequisite

Basic knowledge of statistics and mathematics

Course Content

Unit No	Description	Hrs.
1.	Introduction to Big Data: Introduction to Big Data Platform, Challenges of Conventional Systems - Intelligent data analysis, Nature of Data, Analytic Processes and Tools, Analysis vs Reporting, Modern Data Analytic Tools, Statistical Concepts: Sampling Distributions - Re-Sampling, Statistical Inference, Prediction Error.	06
2.	Mining Data Streams: Introduction to Streams Concepts, Stream Data Model and Architecture, Stream Computing, Sampling Data in a Stream, Filtering Streams, Counting Distinct Elements in a Stream, Estimating Moments, Counting Oneness in a Window, Decaying Window - Real Time Analytics Platform (RTAP) Applications	06
3.	Hadoop: History of Hadoop- The Hadoop Distributed File System, Components of Hadoop Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming, Design of HDFS-Java interfaces to HDFS Basics	06
4.	Map Reduce: Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job Run, Failures-Job Scheduling-Shuffle and Sort, Task execution, Map Reduce Types and Formats- Map Reduce Features	06



Department of Management Studies (MBA)

5.	Hadoop Environment: Setting up a Hadoop Cluster, Cluster specification, Cluster Setup, and Installation, Hadoop Configuration, Security in Hadoop, Administering Hadoop, HDFS, Monitoring Maintenance, Hadoop benchmarks- Hadoop in the cloud	06
6.	Frameworks: Applications on Big Data Using Pig and Hive, Data processing operators in Pig, Hive services, Hive QL, Querying Data in Hive, fundamentals of H Base and Zoo Keeper, IBM Infosphere Big Insights and Streams. Visualizations, Visual data analysis techniques, interaction techniques; Systems, and applications	06

References

Text Books:

- Michael Berthold, David J. Hand, Intelligent Data Analysis, Springer.

Reference Books:

- Tom White Hadoop: The Definitive Guide, O'reilly Media.
- Chris Eaton, Dirk De Roos, Tom Deutsch, George Lapis, Paul Zikopoulos, Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data, Mc Graw Hill Publishing.
- Anand Rajaraman and Jeffrey David Ullman, Mining of Massive Datasets, Cambridge University Press.

Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester- III
Course Code: MGT2154	Course Name: Manufacturing Systems

L	T	P	Credits
3	-	-	3

Course Description:

This course explores the analysis of manufacturing systems, focusing on material flow, storage, information flow, system capacities, and event durations. It provides an overview of Flexible Manufacturing Systems (FMS) and Computer-Integrated Manufacturing (CIM). Additionally, the course emphasizes automated material handling and advanced manufacturing systems.

Course Learning Outcomes:

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

1. Elaborate the fundamental principles of manufacturing systems and the role of automation in modern production.
2. Evaluate the performance of flow lines, both with and without storage buffers, to optimize efficiency.
3. Design and integrate FMS to enhance adaptability and productivity in manufacturing.
4. Elaborate the functions, components, and applications of CIM systems in industrial settings.
5. Apply planning and scheduling techniques to optimize workflow and resource utilization within CIM systems.

Prerequisite

Basic knowledge of operation management

Course Content

Unit No	Description	Hrs.
1.	Fundamentals of Manufacturing and Automation: Production operations and Automation in Production Systems, types of automation, Automation Principles & Strategies, Advance mfg. techniques like Digital manufacturing, RPT etc. multistage assembly machines.	06
2.	High -Volume Production Systems: Automated flow lines, methods of work part transport, transfer mechanisms, buffer storage, analysis of flow lines without storage and with storage buffer, assembly systems, automated assembly system and its types, parts feeding devices.	06
3.	Development and implementation of an FMS: Planning phase, Integration, System configuration, FMS layouts, Simulation, FMS Project development steps. Project management, Equipment development, Host system development, planning, Hardware & Software development.	06

Department of Management Studies (MBA)

4.	Functions and Components of CIM System: Concept of CAD/CAM and CIMS; Software Technology for CIM System: Business Database System: File processing, Data Processing and Database Design, File Organization and Relational Analysis; Decision Support System, Personal/Distributed Computing and Local Area Network.	06
5.	Planning and Scheduling Functions in CIM System: Aggregate Production Planning (APP), Master Production Schedule (MPS), Material Requirement Planning (MRP), Capacity Requirement Planning (CRP), Manufacturing Resource Planning (MRPII), Just-In-time Production Systems and Enterprise Resource Planning (ERP).	06
6.	Automated Material Handling Systems & Advanced Manufacturing Systems: Industrial Robots, Conveyors, AGVs, Automatic Storage and Retrieval Systems; Lean Manufacturing Systems, Agile Manufacturing Systems, Reconfigurable Manufacturing Systems, Holonic Manufacturing Systems and Agent-Based Manufacturing Systems.	06

References

Text Books:

- Groover, M.P: Automation, Production System and CIM, Prentice-Hall of India.

Reference Books:

- Vajpayee, Principles of CIM, Prentice-Hall of India.
- Ranky, Paul G, Computer Integrated Manufacturing, Prentice-Hall of India.
- David Bedworth, Computer Integrated Design and Manufacturing, TMH, New Delhi.
- P. Radhakrishnan & S. Subramanian, CAD/CAM/CIM, New age international publishers.

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

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



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGI2011	Course Name: India's Foreign Trade and Policy	3	-	-	3

Course Description:

The course aims to provide students to understand the relevance of India's foreign trade policy and practices in growth and development perspectives. It enables students to study the core aspects of the India's foreign trade policy and its related concepts. The course is relevant to understand the Instruments of Import Policy, Import Substitution, Import Restrictions, licensing policies, export promotion policies, Trade promoting Institutions in India. The course is best suited to the basic understanding of India's Trade and Policy.

Course Learning Outcomes:

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

1. Analyze the global business environment in terms of economic, social and legal aspects
2. Assess the concepts in trade documentation in international business concerning foreign trade
3. Identify Instruments of import policy & concepts related to import substitution and restrictions.
4. Evaluate various types of Tariffs in international trade.
5. Discuss about development in import and export of India

Prerequisite

Basic knowledge of International trade.

Course Content

Unit No	Description	Hrs.
1.	Indian's Foreign Trade: Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets. Trends and developments, Commodity composition and direction, Foreign Trade Policy and Control in India.	06
2.	India's foreign trade in global context: Basic concepts of international trade, policy making body and institutions, India's foreign trade policy, India's trade in goods and services, exchange control in institutions; exchange control in Indian-objectives and definition.	06
3.	Import Substitution and Export Promotion Policies: Export Incentives-duty exemption schemes, EPCG, Duty draw backs; Role of commercial banks in foreign trade; Deferred payment system; EXIM Bank; Export credit insurance and ECGC.	06
4.	Infrastructure Support for Export Promotion:	06

Department of Management Studies (MBA)

	Export promotion councils, Commodity board/Products export development authorities, Specific service institutions, State trading organizations Export and Trading Houses, Export Processing Zones/Special Economic Zone (EPZ/SEZ); Export Oriented units (EOUs).	
5.	Foreign Investment Policy: Foreign direct investment (FDI) and foreign portfolio investment (FPI), Foreign Institutional Investors (FII), Regulatory Framework for Foreign Investment in India, Indian Joint ventures abroad Multilateralism and Bilateralism in India's foreign trade, Case Studies.	06
6.	Trade Promotion Institutions: (a) S T C & Other Trading Corporations (b) Export Councils (c) Commodity Boards. (d) Development Authority (APEDA, MPEDA)	06

References

Text Books:

- Verma M.L. Foreign Trade Management in India, Vikas Publishing House, New Delhi
- Bhashyam S, Export Promotion in Indian-The Institutional Infrastructure, Commonwealth Pub. New Delhi
- Chaudhuri B.K., Finance of Foreign Trade and Foreign Exchange, Himalaya Publication, New Delhi

Reference Books:

- Mahajan V.S., India's foreign Trade and Balance of Payments, Deep & Deep Publications, New Delhi.
- Ministry of Commerce, Export Import Policy, Government of India, New Delhi
- Vershney R.L, India's Foreign Trade, Mahal, Allahabad.
- Export-Import Policy, Ministry of Commerce, Government of India, New Delhi



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGI2031	Course Name: Export Import Procedures, Documentation and Logistics	3	-	-	3

Course Description:

This course provides for the framework of export-import management, procedural documentation needed to be done in this regard, risk associated with such businesses. This provides for new avenue from the managerial point of view to apply management principles for professional growth of this sector as import and export has become vital aspect for economic growth for every organization and country.

Course Learning Outcomes:

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

1. Explain an overall perspective on import & export management.
2. Demonstrate an understanding towards export and import procedure and documentation.
3. Analyze processing of export order.
4. Appraise knowledge of managing risk involves in the import & export transactions.
5. Investigate categories & benefits of Export.

Prerequisite

Understanding of the terms import and export, need of such businesses from professional point of view.

Course Content

Unit No	Description	Hrs.
1.	Import-Export Management Overview: Import Export Management, Foreign Trade - Institutional Framework; India's foreign trade policy Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Counter Trade.	06
2.	Export and Import Procedure and Documentation: Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Bill of Lading, Certificates of Origin, Letter of Credit.	06
3.	Processing of Export Order: Processing of Export Order; Examination and Confirmation of Export Order; Central Excise Clearance; Pre Shipment Inspection, Appointment of Clearing and Forwarding Agents, Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.	06

Department of Management Studies (MBA)

4.	Risk Management in Import & Export: Meaning of Risk Management; Identification, Assessment, Potential Risk Treatment, Risk Avoidance & Reduction, Risk Retention, Risk Transfer,	06
5.	Categories of Export: Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer exports.	06
6.	Benefits of Export: Excise clearance benefit/ rebate, Income tax benefit	06

References

Text Books:

- Rakesh Mohan Joshi, International Business, Oxford University Press
- Manab Thakur, Gene Burton and B. N. Srivastava, International Management: Concept and Cases, Tata Mc Graw Hill Publication

Reference Books:

- Sumati Varma, International Business, Pearson Publication
- Francis Cherunilam, International Business, Prentice Hall India Publication
- John J. Capela, Import/Export for Dummies. Wiley Publishing
- Jennifer Dorsey, Start Your Own Import/Export Business, Entrepreneur Press
- Carl A. Nelson, Import/Export: How to Take Your Business Across Borders, McGraw Hill



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGI2051	Course Name: International Economics

L	T	P	Credits
3	-	-	3

Course Description:

This course offers an overview of various aspects of international economics as a discipline specific open elective for the students interested in the international business specialization. The course is the foundation for next discipline specific courses.

Course Learning Outcomes:

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

1. Analyze concept of international economics and the terminology adopted in Business
2. Describe various International Trade Theories
3. Analyze the Factor Price and trade concepts
4. Differentiate between various BOP accounts
5. Analyze the factors influencing the exchange rates.

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	Introduction to International Economics: Nature, Scope and Importance of International Economics. Features of International Economics and Trade. Gains from International Trade. Economic Growth and International Trade. International Trade Vs. Domestic Trade. Current International Economic Opportunities and Challenges.	06
2.	International Trade Theories: Adam Smith's Theory of Absolute Cost Advantage. Ricardian Theory of Comparative Cost Advantage. Haberfer's Theory of Opportunity Cost. Heckscher-Ohlin Theory of International Trade.	06
3.	International Trade and Factor Price: Porter's Theory of Competitive Advantage of Nations. Terms of Trade – Concept and Types of Terms of Trade. Theory of Reciprocal Demand. Marshall – Edgeworth Offer Curves. Factors Affecting Terms of Trade. Trade of Developing Nations	06
4.	Balance of Payment and Capital Movements: Nature and Importance of Balance of Trade and Balance of Payments. Structure of Balance of Payments. Disequilibrium in Balance of Payments – Kinds, Causes	06

Department of Management Studies (MBA)

	and Measures. International Capital Movements – Meaning, Classification and Role International Capital Movements.	
5.	Foreign Exchange Concepts: Meaning and Importance of Foreign Exchange, Purchasing Power Parity Theory and Balance of Payments Theory. Exchange Control: Meaning, Objectives, Methods and Effects of Exchange Control.	06
6.	New International Economic Order: New International Economic Order and WTO Regimes and Its Impact on Specific Export Items and Industry.	06

References

Text Books:

- F.P. Stutz and B. Warf, The World Economy: Resources, Location, Trade, and Development, Pearson Prentice Hall

Reference Books:

- Krugman, Paul R. & Obstfeld Maurice, International Economics, Theory and Policy , Pearson Education
- Salvatere, Dominick, International Economics, John Coileyacons
- Chacholiades, Miltiades, International Economics, Mc Graw-Hill
- Mithani, D.M., International Economics, Himalaya Publishing House
- Agrawal, Raj, International Trade, Excel Books
- Jhingan, M.L. , International Economics, Vrinda Publications
- Vaish, M.L. & Singh, S., International Economics
- Varshney R.L. & Maheshwari, International Economics



Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGI2071	Course Name: Global Competitiveness Analysis	3	-	-	3

Course Description:

This module will introduce the concept of competitiveness and examine the historical evolution of the concept. Participants should deduct main characteristics and become aware of the fact that competitiveness is an extremely multifaceted concept. Competitiveness is regarded as a crucial prerequisite of success, and expected to bring about economic growth, sustained development and increase in the standard of living of populations. By the same token, there are concerns about the links between competitiveness and economic prosperity and the level of poverty, in particular of developing countries.

Course Learning Outcomes:

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

1. Discuss the complexity and the elusiveness of "competitiveness", for any country.
2. Examine the links between the concepts of competitiveness and development of a country.
3. Analyze different quantitative and qualitative approaches regarding the creation and measurement of competitiveness.
4. Summarize strategic and tactical decisions taken by firms to enter and compete in international markets

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	Global Competitiveness Index : The 12 pillars of global competitiveness: Country specific analysis, Providing background & overview of the global competitiveness, the global competitiveness index (GCI)	06
2.	Measuring Competitiveness of a sector: Price and cost competitiveness – Elucidate basic concepts of competitiveness with respect to price and cost, analytical details	06
3.	Developing Policy Analysis Matrix (PAM): Definition, Representation and Meaning of PAM, Analyzing in details concepts, purposes & meaning of PAM, understanding Framework for Agricultural Policy Analysis, private & social profitability	06
4.	Domestic Resource Cost Ratio:	06

Department of Management Studies (MBA)

	DRCR, an analytical framework, concepts of DRCR, its calculation and implications. Estimating private and social prices, Concepts of private and social prices, methodology of estimation & implications	
5.	Revealed Comparative Advantage: Concept and meaning, trade creation and trade diversion, concepts of trade creation & trade diversion and their implications through historical as well as contemporary events/incidents, country studies	06
6.	Estimating RCA using excel: Comparative advantages (RCAs) Calculation in excel, their implications and use in international economics & trade, conceptual understanding of RCAs	06

References

Text Books:

- Ajitabh, Global Competitiveness, Excel Publications.

Reference Books:

- B.S. Bhatia & B. Dogra, Global Competitiveness and Productivity, Deep & Deep Publications
- Porter Michael, Competitive Advantage of Nations, Simon & Schuster



Class:- Second Year M.B.A.	Semester-III
Course Code: MGI2091	Course Name: Global Marketing Strategies

L	T	P	Credits
3	-	-	3

Course Description:

The course is designed to nurture the students with upcoming trends in Global marketing and its implications for Global Companies to re-design their Global Marketing strategies to succeed in the competitive environment. The course primarily aims to provide the students with thorough understanding of ever changing Global Markets, the role of Governments in restructuring the goods and services taxes on Products crossing across Borders. The course facilitates the students understanding of Global markets with focus on various types of Orientations of Companies operating in various regions across the Globe.

Course Learning Outcomes:

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

1. Differentiate between Domestic markets, International Markets and Global Markets with their key characteristics and differentiation
2. Identify the Global Trading Environment with focus on social, cultural environment and regulatory issues in foreign markets
3. Relate with Global demographic profiles of ever-changing Global markets and formulate requisite pricing strategies to sustain in Globalization
4. Categorize the factors impacting pricing and media communication in global environment
5. Identify the role of Mobile commerce and digital global marketing in the 21st century trading environment and its role in handling security aspects of global trade

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	Global Marketing Environment: Domestic, International, Transnational, Global company, Global Trade environment, Global Economic and Trade Environments, Social and Cultural Environments	06
2.	Global Markets and Segmentation: Global market Segmentation, Targeting & Positioning, Target Market strategy Options, Global market entry mode, Product Market decisions	06
3.	Global Strategic partnerships: Portfolio Analysis , PLC, Portfolio model of analysis, BCG Matrix, GE & McKinsey Matrix, Generic Strategies, Growth Strategies	06

4.	Global Pricing Strategies: Brand and Product Decisions in Global Marketing, Global Packaging and Labeling, Pricing Decisions, Dumping and Marketing Channels Environmental influences on Pricing decisions	06
5.	Global Strategy and Leadership: Global Marketing and the Digital Revolution, Mobile Commerce and Wireless connectivity, Role of WTO in Global Trade facilitation, I.M.F and International Liquidity,	06
6.	Agency, Briefing, Settings and Directing Agency: Achievement of Objectives Agency Remuneration system and Norms Clients and Agency: Areas of Conflict Types of Advertising and their importance Issues concerning advertising, Advertising Law, Ethics, Public Relations	06

References

Text Books:

- Keegan, W. J. & Green, M. C., Global marketing. Pearson/ Prentice Hall.

Reference Books:

- Johansson, Johny K., Global Marketing, Tata McGraw Hill.
- Rakesh Mohan Joshi, International marketing (Oxford)



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGI 2111	Course Name: Management of International Logistics	3	-	-	3

Course Description:

The course facilitates an insight to provide an opportunity to learn the fundamentals of logistics and relate the concepts to real life business and to become efficient suppliers. It will help to learn about global Supply Chain, Operations, Channels of Distribution fit in to various types of Business also the management components of global supply chain management.

Course Learning Outcomes:

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

1. Understand the issues in International Logistics.
2. Discuss Sales Contract in International Logistics.
3. Analyze models of Forecasting in Supply Chain Management.
4. Explain various methods for Demand Forecasting.
5. Apply skills for inventory management.

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	Marketing Logistics: Concept, objectives, and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Factors influencing Distribution Logistics.	06
2.	International Logistics: Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National (Domestic) and International Logistics, International Transport, Globalization and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management.	06
3.	Export Sales Contract in International Logistics: Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & Incoterms standards. International Purchasing Systems, Constituents/Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator, Contract Logistics.	06
4.	Integrating International Logistics with Supply Chain: Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing	06

Department of Management Studies (MBA)

	and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics.	
5.	International Transport Systems: Introduction to International Transport System- Basic Terms, Characteristics and Relations, Significance of Transportation Services, Characteristics of Modes of Transports -Road Transportation, Rail Transportation, Maritime Transport, Air Transport. Intermodal Transportation, Technical performance & Transport Economic Indicators, Maritime Routing Patterns, The Containerization of Commodities, Transcontinental Bridges.	06
6.	Cost and Economy of International Logistics: International Transport and Economic Development, Transportation and Commercial Geography International Transport Costs, International Transport Supply and Demand, Location Analysis, Market Area Analysis, The Nature of International Transport Policy, International Transport Planning, International Transport Safety and Security, Traffic Counts and Traffic Surveys, Cost / Benefit Analysis.	06

References

Text Books:

- Alan E. Branch, Global Supply Chain Management and International Logistics(Routledge)

Reference Books:

- Jean-Paul Rodrigue, Claude Comtois and Brian Slack, "The Geography of Transport Systems", New York: Routledge,
- Douglas Long: International Logistics Global Supply chain management, Kluwer academic publishers
- Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
- Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.
- Morlok, Edward K. "The Freight Transportation System," Excerpted from CRC Engineering Hand Book.
- DeGarmo E. Paul, et.al. Engineering Economy, Macmillan,



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGI2131	Course Name: Globalization and Indian Business Scenario

L	T	P	Credits
3	-	-	3

Course Description:

The purpose of this course is to examine the effects of various international economic policies on India's domestic business. The focus will be on studying the implications of international trade in goods and services in terms of threats, opportunities and preparedness.

Course Learning Outcomes:

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

1. Analyze the structural features of India's foreign trade
2. Evaluate the domestic response to globalization at a disaggregated sectorial level
3. Identify various threats and opportunities in emerging fields of global business
4. Evaluate the policy environment in India facilitating and/or inhibiting international business
5. Evaluate various policies which regulate Indian Business Environment

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	Characteristics of India's Foreign trade: India's International Trade-Present Scenario, Trends in composition of India's foreign trade, Factors contributing to recent changes	06
2.	Domestic policy response to globalization: Manufacturing Sector: Concepts of Non-Agricultural Market Access, Most Favored Nation, National Treatment, Anti-dumping duties	06
3.	Domestic policy response to globalization: Service Sector: Implications of GATS; Agriculture, forestry and fisheries Sector: Implications of subsidies, tariff and non-tariff barriers in international agri-business, Media industry: Implications of Globalizations for Entertainment, Advertising, Print and News Industries	06
4.	Sunrise sectors in international business: Energy, entertainment, retail trade and India's position thereof, Education, Health services, ITES and India's position thereof, Agro-processing, tourism and hospitality and India's position thereof	06
5.	India's policy environment for international business: Industrial policy, Agricultural policy, Forest & Environment policy, Land Acquisition policy and Labour policy	06

Department of Management Studies (MBA)

6.	Pricing decision for international market: Introduction ; Pricing decisions ; Pricing approaches for international markets; Factors influencing pricing decision in international markets	06
-----------	--	-----------

References

Text Books:

- Garg Pawan Kumar, Export of India's major products: Problem & Prospects, New Century Publications
- Datta, Samar K. & Deodhar Satish, Implications of WTO Agreements for Indian Agriculture, Oxford & IBH Company, N.Delhi, , CMA Monograph

Reference Books:

- Datta, Samar K. & Chakrabarti, Milindo, A Note on the Definition of a Resource Poor-Farmer, Implications of WTO Agreements for Indian Agriculture, Oxford & IBH Company, N.Delhi, CMA Monograph
- Datta, Samar K., Nilkanthan, R & Chakrabarti, Milindo, Towards Evolving Agricultural Policy Matrix in a Federal Structure – The Post- WTO Scenario in India: Allied Publishers, New Delhi

Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGI2151	Course Name : Management of Trans-National Corporations	3	-	-	3

Course Description:

Globalization is the single most significant development changing business dynamics in this century. With the improvements in transportation and communication technologies there is a sea change in the way the companies are run. This module explores these issues through a variety of perspectives from different strands of literature. This allows students to capture the essence of the transnational corporation, but at the same time appreciate the differences in the nature of management practice across the globe.

Course Learning Outcomes:

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

1. Identify the conceptual tools to navigate through the mass of information about how international competition takes place.
2. Classify the differences between multi-domestic, global, International and Transnational corporations.
3. Implement the global strategies that will help enhance the firm's long-term profitability and value.
4. Relate the management of a global workforce and the challenges in managing global business across different cultures.
5. Evaluate the effects of economic, cultural, financial, political, and social factors on TNCs management decisions.

Prerequisite

Basic knowledge of international business.

Course Content

Unit No	Description	Hrs.
1.	TNCs and International Business: Understanding and Managing the TNC, Home Country and International Competitive Advantage, Distance & Global Strategy: Host-Country Choices.	06
2.	Controlling and Coordinating Multinationals: Managing the Value Chain across Borders: The Coordination, Cross-Border Mergers and Acquisitions (M&As), Negotiating Globally: Cross-cultural Negotiation.	06
3.	Corporate Governance: Corporate Governance and Sarbanes Oxley Act 2002: An Overview, Impact of Sarbanes Oxley (SOX) Act on Midsize and Big Four Accounting Firms,	06

Department of Management Studies (MBA)

	International Corporate Governance.	
4.	TNCs and International Human Resource Management (IHRM): Concept of direction- nature and Scope, IHRM from the Host Country Perspective; Industry and Organizational level IHRM; Challenges in HRM in MNCs, HRM practices in MNCs (multinationals) operating in the People.	06
5.	TNCs and Cultures: Cultures Evolve Socialization and Cultural Identity, The Cultures of TNCs; The Reemergence of Indian TNCs.	06
6.	Agency, Briefing, Settings and Directing Agency: Achievement of Objectives Agency Remuneration system and Norms Clients and Agency: Areas of Conflict Types of Advertising and their importance Issues concerning advertising, Advertising Law, Ethics, Public Relations	06

References

Text Books:

- Letto-Gillies G, Transnational Corporations and International Production, Concepts Theories and Effects, Edward Elgar.

References:

- J. Iqbal, Management of Multinational Corporations, Global Vision Publishing House
- Bartlett Christopher A., Transnational Management: Text, Cases & Readings in Cross-Border Management, McGraw Hill Higher Education



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

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



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2011	Course Name: Insurance Planning & Management	3	-	-	3

Course Description:

The Insurance Planning and Management course offers a comprehensive exploration of the insurance industry, covering essential topics such as the fundamentals of insurance, life insurance, and the need for policy analysis. Students will gain insights into various types of insurance, including medical insurance, personal property, and liability insurance. The course also delves into critical aspects of insurance pricing, policy servicing, and claims settlement. By the end of the course, students will be equipped with the knowledge and skills to effectively plan and manage insurance needs, evaluate different policies, understand pricing strategies, and handle policy servicing and claims processes. This course is ideal for those seeking a thorough understanding of the insurance landscape and the practical skills necessary for successful insurance planning and management.

Course Learning Outcomes:

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

1. Comprehend the various forms of insurance and their suitability.
2. Analyze criteria for selection of various insurance products.
3. Explain the pricing mechanism of insurance products.
4. Discuss systems and procedures associated with various forms of insurance.

Prerequisite

Basic knowledge of Insurance business.

Course Content

Unit No	Description	Hrs.
1.	Introduction To Insurance: Introduction, Meaning, Origin and Development of Insurance, Characteristics, Purpose and Need, Benefits, Functions and Importance of Insurance, Principles and Nature of Insurance Contract, Types of Insurance Contracts, Fundamentals of Insurability, Classifications of Insurance, Structure of Insurance Industry in India.	06
2.	Life Insurance, Need and Policy Analysis: Introduction, Motives of Purchasing Life Insurance Policy, Life's need analysis, Determining the amount of Life Insurance, Human value approach, Need's approach, Capital retention approach, Life Insurance Policy, Types of Life Insurance Policy, Benefits of Life Insurance, Policy selection, Determining the cost of Life Insurance, Factors to consider while buying Life insurance.	06

3.	Medical Insurance: Health Insurance Policy, Health Insurance Policies in India - An Overview, Types of Health Insurance, Types of Coverage, Personal Accidents/Disability Income Insurance, Factors to consider while buying Medical Insurance	06
4.	Personal Property And Liability Insurance: Home Owner's Insurance, Coverage Types, Claims procedure, Motor Vehicle Insurance - Types, Overseas and Travel Insurance-Types, Travel Insurance Policy exclusion.	06
5.	Insurance Pricing: Pricing Objectives, Rate making, Life Insurance Pricing elements, Objectives of Rate making, Basis of rating in Indian context, calculation of Premium, Rate making in property and Liability Insurance, Methods of Loading	06
6.	Policy Servicing and Claims Settlement: Insurance Documents, Nomination, Alterations, Revival, Policy loans, Surrender value and Paid up value, Issue of Duplicate Policies, Cost Policies, Claim settlement Objectives, Types and Steps in Settlement of Claim, Claim settlement process for Life Insurance, Health Insurance, Re-Insurance, Need, Types and Alternatives.	06

References

Text Books:

- Jatinder Loomba, Risk Management and Insurance Planning PHI
- Misra M.N and Misra S.R, Insurance Principles and Practice, S.Chand and Co. New Delhi

Reference Books:

- P.K. Gupta, Insurance and Risk Management, Himalaya publishing house
- Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson Sowlla Western Singapore
- Black, Kenneth and Horord D Shipper, Life and Health Insurance, Pearson Education, New Delhi
- Ganguly, Anad, Insurance Management, New Age International, New Delhi



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code : MGB2031	Course Name : Risk Management for Banks and Insurance Companies	3	-	-	3

Course Description:

Like every business, banks and insurance companies are exposed to risks. However, the risks are very unique and most of the times beyond prediction, guess or even comprehension. While 'risk-taking' is an integral part of both banking and insurance business, managing risk to boost performance is a matter of challenge. This courses provides an outline of 'risk management' among banks and insurance companies, highlighting the best practices in Indian and global context.

Course Learning Outcomes:

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

1. Understand risks faced by banking and insurance companies.
2. Understand and analyze the challenges in managing banks.
3. Analyze the risk management strategies for banks and insurance companies.
4. Evaluate the best practices in respect of 'risk management'.

Prerequisite

Basic knowledge of Insurance business.

Course Content

Unit No	Description	Hrs.
1.	Overview of Risk Management in Banks: Risk concept- Importance, The changing face of risk in banks, Types of Risks, Risk Management framework, Organizational structure, Risk Identification- Risk measurement/- Sensitivity, Risk monitoring and Control- Risk Reporting	06
2.	Managing Credit Risk: Defining Credit risk, The Basel Committee's Principles of Credit risk Management, Measuring Credit risk, Credit rating framework, Introduction to some popular credit risk models: Credit risk transfers- Securitization, Loan sales, Covered bonds and Credit Derivatives, Managing credit risk	06
3.	Capital Risk - Regulation and Adequacy: Concepts of Economic and Regulatory capital, need of regulate bank capital, Risk based Capital Standards- Regulatory capital: Basel Accord- I, II, III	06
4.	Interest Rate and Liquidity Risk: Introduction, Asset- Liability Management, Managing and Measuring Interest rate risk, Methods to reduce Interest rate risk, Managing Interest rate with Interest rate derivatives, Liquidity risk- Sources, Approaches, Measuring Liquidity risk	06

Department of Management Studies (MBA)

5.	Managing Market Risk – Banks Investment Portfolio: Basic concepts, The Treasury functions, Risks and Returns of Investment securities, Measuring Interest rate risk with VAR, Approaches to VAR Computation, The Interplay between Market and Credit risk	06
6.	Risk Management in Insurance Companies: Risk Management : Meaning and objectives, Basic categories risk, Methods of managing risk/ Risk mitigation, Enterprise risk management, Risk management process, Different scenarios and Risk management strategies, Personal risk management, Risk control and Risk financing, Insurance market dynamics, Loss Forecasting	06

References

Text Book:

- Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson
- P.K. Gupta, Insurance and Risk Management, Himalaya publishing house

Reference Books:

- Harold D Stephen and W Jean Kwon, Risk Management and Insurance, Blackwell Publishing co., New York
- Jave S. Trieschimam, Sandra G. Guatarson, Robert E Houyt, Risk Management and Insurance, Thomson Sowlla Western Singapore
- K.C Shekhar and Lekshmy Shekhar, Banking Theory and Practice, Vikas Publication
- JatinderLoomba, Risk Management and Insurance Planning PHI
- L.M. Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mac Millan
- G. S. Popli and S. K. Puri, Strategic Credit Management in Banks, PHI



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

Class:- Second Year M.B.A.	Semester-III
Course Code: MGB2051	Course Name: Retail Banking

L	T	P	Credits
3	-	-	3

Course Description:

The rapidly growing business in India is turning to Banks for their credit needs; which suggests that the country's banking sector is also poised for strong growth. This growth is paving way for many career opportunities in the banking sector such as in retail banking for well-educated manpower. This course enables the students to capture dynamic realities of Financial Inclusion while emphasizing on various aspects of Banking, prospecting and CASA acquisition, complaint resolution and other elements of customer service.

Course Learning Outcomes:

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

1. Solve various issues related to Retail banking.
2. Choose different delivery channels for banking services & products and Perform activities related to Marketing/Selling of retails banking Products.
3. Impart basic banking operation skills and understanding banking types.
4. Create Customer Relationship Management plan for retail banking organization.

Prerequisite

Basic understanding of banking business.

Course Content

Unit No	Description	Hrs.
1.	Introduction: History and definition, Characteristics—Advantage-Constraints-Prerequisite for success of retail banking, Distinction between Retail and Corporate/wholesale Banking.	06
2.	Retail Products Overview: Customer requirements from bank, Retail Asset products: Home loan, Auto Loan, Personal Loan, Educational loan, Credit score.	06
3.	Marketing/Selling of Retail Products: Retail strategies; Tie-up with Institution For Credit cards/Educational loans, Tie-up with Authorized Dealers for auto/vehicle loans and Tie-up with builders/developers for home loans	06
4.	Delivery Channels: Branch, Extension counters, ATMs, POS, Internet banking, M banking. Selling process in retail products-Direct selling Agents; Delivery models.	06

Department of Management Studies (MBA)

5.	Customer Relationship Management: CRM, Implementation Aspects of CRM in Bank, Stages in Customer Relationship management, process, benefits. Technology Processes in Retail Banking.	06
6.	Other issues related to retail Banking: Recovery of retail loans, Monitoring of loan Accounts, Classification of Irregular loan Account, Defaults and Rescheduling In Retail Loans, Recovery Policy of Banks, Other Financial Services Provided by Banks	06

References

Text Books:

- Mittal R.K., Saini A.K. & Dhingra Sanjay , Emerging Trends in the Banking Sector, Macmillan
- Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi
- Retail Banking, (CAIIB)2015, Indian Institute of Banking Finance, Macmillan education. (Old edition)
- Retail Banking, (CAIIB)2018, Indian Institute of Banking Finance, Macmillan education. (New edition)

Reference Books:

- Ohammed, Peeru and a Sagadevan, Customer Relationship Management, Vikas Publishing House, Delhi
- Paul Greenberge, CRM-Essential Customer Strategies, Tata McGraw Hill
- Scot O., Contemporary Business Communication. Biztantra, New Delhi



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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2071	Course Name: General Insurance	3	-	-	3

Course Description:

The course helps the students to gain adequate conceptual knowledge on the Products in general insurance, particularly the personal policies, while giving due emphasis on underwriting and claims management. The course also provides an insight into the commercial general insurance, particularly Motor, Fire, Engineering and Marine Insurance.

Course Learning Outcomes:

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

1. Comprehend the fundamentals of General Insurance.
2. Identify and Discuss Various Types of General Insurance Policies
3. Explain the Process of Risk Assessment and Underwriting by Insurance Companies
4. Apply Risk Management Techniques in Insurance Marketing and Servicing
5. Demonstrate Ethical Practices in General Insurance

Prerequisite

Awareness about types of general insurance.

Course Content

Unit No	Description	Hrs.
1.	Principles of General Insurance: Financial System and Insurance, Insurance and Financial Security, Risks and their Classification, Risk Management and Insurance, Principles of Insurance, Differences between Life and General Insurance, Recent Developments, Principle of Risk Pooling, Principle of Adequate Premiums, Role of Reinsurance, Principle of Social Insurance.	06
2.	Personal Policies: Family Risk Management, Identifying areas of Potential Losses, Measurement of Loss Potential, Personal Accident and Health Insurance, Mediclaim Policy, Overseas Mediclaim policy, Cancer Insurance, Critical illness insurance	06
3.	Motor Insurance & Marine Insurance: Origin, application of Principles of Insurance, types of Motor Vehicles, Types of Policies, Motor Tariffs, Premiums, Registration and Insurance, Motor trade Policies, Underwriting, and Claims. Classifications of Marine Insurance, Institute Cargo Clauses, War Clauses, Strike Clauses, Contract of Marine Insurance, Marine Insurance Policy, Warranties, Marine Cargo Policy, Marine Losses, Transit Clauses.	06

Department of Management Studies (MBA)

4.	Fire Insurance & Engineering Insurance: Standard Fire Policy, Express Conditions and Warranties of a fire Policy, Mortgage Clause, Other Insurance, Contribution, Co-insurance duties, Rights and Limitations of the Parties, Fire Hazards, Measures of Preventing Fire Hazards. Engineering Insurance: Policies for Constructional Phase, Contractors All Risks Insurance, Erection all Risks Insurance, Marine cum Erection Insurance, Machinery Insurance, Contractors' Plant and Machinery Insurance, Boiler and Pressure Plant Insurance, Electronic Equipment Insurance	06
5.	Insurance of Property and Liability: Fire Insurance or Insurance of Property, Package Policies, Liability Insurance, Workmen's Compensation Policy, Terminology, Perils, Clauses and Covers. Risk Assessment, Underwriting and Rate Making: Need for Risk Assessment- Risk Assessment by Insurance Companies- Risk Rating, Premium, Basic Statistical Tools for Risk Evaluation, Underwriting of Different Hazards.	06
6.	Marketing and Servicing and ethical practices Risk Management Technique, Factors that affect Marketing of Insurance, Options available for Insurance Services, Distribution Methods of Insurance, Market Research, Sources of primary and secondary source Information. ethical practices: Ethical Principles in Insurance , Mis-Selling of Insurance Products , Conflicts of Interest in Insurance, Customer Protection Laws, Ethics in Underwriting and Claims Settlement, Corporate Social Responsibility (CSR) in Insurance	06

References

Text Books:

- P.K. Gupta, Insurance and Risk Management, Himalaya publishing house
- Hargovind Dayal, The Fundamentals of Insurance : Theories, Principles and Practices, Notion Press
- Misra M.N and Misra S.R, Insurance Principles and Practice, S.Chand and Co. New Delhi
- L.P.Gupta, General Insurance Guide

Reference Boks:

- R. D. Bedi, Theory, Histroy and Practice of Co-operation, Loyal Book Depot, Meerut
- Dr. B .S.Mathur, Co-operation in India, Sahitya Bhawan, Agra
- Rais Ahmad, Rural Banking and Economic Development, Mittal publications, New Delhi



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2091	Course Name: Banking Services Operations	3	-	-	3

Course Description:

This Program is a comprehensive introduction to how banks work. The focus of the course is directed towards the various operation performed in banks and the different ways of managing risk faced by banks. It gives understanding of the wide variety of activities undertaken and services provided by banks, how they operate and are regulated, and explains why banks are so important and how their activities impact on modern life.

Course Learning Outcomes:

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

1. Discuss the banking operations with products & services.
2. Explain key aspects of E-banking.
3. Apply various strategies for managing banking business.
4. Analyze risks in banking operations.

Prerequisite

Awareness about the banking business and its working.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Banking Operations: The Changing Nature of Banking Operations, Importance of Customer Relationship Management in Banks, Role of Technology in Banking Operations. Services Design and Delivery Strategies in Banks: Products and Services Offered by Banks, Response of Banks with Newer Services and Delivery Mechanisms & Delivery Strategies in a Bank, Implications of Service Intangibility	06
2.	E-Banking and Digital Transformation in Banking : Role of Technology, Significance of Computerization in Banks, Multi-channel Operations (Remote Banking),. Electronic Banking, Market Assessment, Introduction to e- Banking, Internet: e- Commerce, e-Banking, e-Banking in India, Internet Banking Strategy, Risks in e-Banking. The Branch Renaissance, The Migration to an Online Environment, Customer Relationship through Portals, The Digital Age of Banking, Core Banking Solution, Universal Banking etc. , Cybersecurity in Banking ,Regulatory Framework Fintech and Innovations in E-Banking	06
3.	Security Considerations in e-Banking: The Need for Security, Sources and Types of Risks, Causes of Risks, Control Measures at System Level and Network Level, Disaster Recovery and Contingency Plans, Legal Aspects and Framework, Security Policy. Facilities	06

Department of Management Studies (MBA)

	Management: Payment and Settlement Systems in India and abroad, RTGS and Clearing House: Emerging (US & Europe- CHIPS, CHAPS, FedWire, TARGET & CIPA etc.) Emerging New System: ECS (Debit & Credit) EFT, MEFT, RTGS; LERM, Remittances through non- banking Channels, etc. Remittance Channels; INFINET, BANKNET, SWIFT etc.	
4.	Operational Controls: Banking Regulations and Supervision, Maintenance of Documents and Records, Adequate Information Storage and Retrieval Mechanism, Maintenance of CRAR, Reporting, Asset-Liability Management System, Organizational Structure, Audit and Vigilance. Introduction to Risk Management: Basic Purpose of Risk Management in Banks, its Process, Types of Risks in Banks, Overview of Enterprise-wide Risk Management in Banks The New Basel Accord-Implication for Banks: An Overview, Basel II Framework, The Three Pillar Architecture, Organizations Affected by Basel II, Impact of Basel II	06
5.	Risk Management Strategies: Operational Risk Management Strategies at Banks, Financial Risk Management Strategies, Systemic Risk Management Strategies, Risk Limitation, Management of IT Implementation risks. Operational Risk Management: Operational Risk and its Evolution, Major Sources of Operational Risk in Banks, Measurement of Operational Risk, Management of Operational Risk	06
6.	Risk and Capital Management: Bank Balance Sheet & Insurance Balance Sheet, Current Capital requirements for Insurance companies, Alignment between Risk and Capital Management, Emerging role of risk and capital management, Critical success factors of risk and capital management, Differences in risk management per line of business.	06

References

Text Books:

- Sundaram & Varshney, Banking Theory Law and Practice, Sultan Chand and Sons
- Vasant Joshi, Managing Indian Banks: Challenging Ahead, Joshi, Sultan Chand and Sons

Reference Books:

- Vinay V., Banking Law and Practice in India, Sage Publications
- M.L Students General Bank Management IIBF, Macmillan.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2111	Course Name: Treasury Management	3	-	-	3

Course Description:

The Treasury Management course provides an in-depth understanding of the scope and functions of treasury management within an organization. Students will explore the credit market and various short-term instruments, including bill financing and gilt-edged securities. The course covers financial guarantees and the intricacies of treasury operations, emphasizing effective strategies for managing customer and investor relationships. By integrating theoretical knowledge with practical applications, students will learn to optimize liquidity, manage risks, and ensure financial stability. This course is designed for individuals seeking to enhance their expertise in treasury functions and contribute to the financial efficiency and strategic objectives of their organizations.

Course Learning Outcomes:

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

1. Understand the concepts and functional framework treasury management.
2. Apply the decisions and types of bills.
3. Evaluate the operational functions of bills financing and securities.
4. Illustrate the treasury operations and manage customer investor relationships.

Prerequisite

Awareness about various banking operations.

Course Content

Unit No	Description	Hrs.
1.	Scope and Functions of Treasury Management: Treasury Management; Structure and Organization of Treasury Management; Role of CFO; Functions of a Controller; Functions of a Treasurer; Responsibilities of a Treasure, The Role of Technology in Treasury Management, Collaboration Between Treasury and Other Business Functions.	06
2.	Credit Market & Short Term Instruments: Credit Facilities in the credit Market; Risks Involved and Pricing Decisions. Introduction to Money Markets. The money Market Instruments; Recent Developments in the Monetary and Credit Policy. Call Money: Features of Call Market; Developments in Indian Call Markets; Treasury Bills: Features of Treasury Bills; Types of Treasury Bills; Issuing procedure of Treasury Bills; Certificate of Deposits (CDs): Feature of CDs; Guidelines	06
3.	Bill Financing & Gilt-Edged Securities:	06

Department of Management Studies (MBA)

	Concept and Features of Bills of Exchange; Types of Bills; Procedure of Bill Financing; Foreign Bills; Discounting of Bills by NBFC's; Commercial Bill Financing. Repurchase Agreements (REPO's): Nature and Purpose of Repo's; Features of Repo's; Issuing procedure of Repo's. Regulatory Framework . Gilt-Edged Securities Market: Feature of Government securities; Primary Market; Trends in the Government securities Market; Issuing Procedures and Redemptions; Role of RBI	
4.	Financial Guarantees: Guarantee; Sources of Guarantees; Specialized Institutions offering Guarantees such as DICGC and ECGC; Policies Covered by DICGC and ECGC. Benefits and Limitations of Financial Guarantees, Case Studies of Financial Guarantees in Practice	06
5.	Treasury Operations: Operations of Treasury; Dealing and Settlement Procedures. Forex markets & its products. Derivative Markets & Products. Internal Treasury Control: Structure and Organization of Treasury; Accounting and control; Various Measures of Controls; Insight into Information systems and Reporting Standards; Measuring Treasury Performance.	06
6.	Managing Customer and Investor Relationships: Services rendered by Banks; The Indian Banking Services; Investor Relations Programs; Disseminating Information; planning for contingencies; Dealing with Hostile Press. The Role of Customer Relationship Management (CRM) Systems, Communication and Transparency with Investors	06

References

Text Books:

- Higgins, Robert C, Analysis for Financial Management, McGraw-Hill/Irwin
- Van Horne, James C, Fundamentals of Financial Management, Prentice Hall
- William R. Thomson, Practical Financial Management, Lasher , South –Western
- R Bhaskaran, An Introduction to Fund & Investment BIRD Lucknow Management in Banks

Reference Books:

- The Treasury's Hand Book J P Morgan Fleming Foreign Exchange and Treasury
- Euro Money Year Book Management Handbook Treasury & Risk Management IIBF & MacMillan
- Anthony / Cornet, Marcia Millan, Financial Markets and Institutions & Risk Saunders, Tata Management Approach, Macraw Hill

Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2131	Course Name: Law's Governing Banking and Insurance	3	-	-	3

Course Description:

Banking and Insurance are two sectors, which are fast evolving and witnessing a transformational change. Banks are the backbone of all activities, because every transaction where money is involved, the bank is the main character. Insurance business is one of the prominent financial services in modern times. Keeping these aspects in mind, this Course has been designed to develop students in legal aspect concerning to Banking and Insurance. The Course has incorporated the significant changes that have taken place related to rules & regulation in these two sectors. This course has attempted to offer to students a fundamental tool, which will enhance their understanding of various laws governing Banking and Insurance sector.

Course Learning Outcomes:

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

1. Apply the banking and insurance laws for the effective day to day functioning.
2. Implement effectively the required compliances related to banking and insurance businesses.
3. Apply the regulatory frameworks governing the banking and insurance companies to ensure compliance with evolving economic and societal needs.
4. Analyze the procedure of claim settlements in insurance
5. Evaluate the role of the Insurance Board in ensuring fair and equitable resolutions.

Prerequisite

Awareness about various banking operations.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Banking and Insurance Laws: Need of regulation in banks and insurance companies; development of banking and insurance laws, Bank and insurance companies as legal personality; memorandum of association; articles of association; application for registration; capital requirements; categorization of banks and insurance companies; Relevant provisions of Banks and Financial Institutions Act and Insurance Act in the registration of banks and insurance companies	06
2.	Regulatory Framework and Compliances: Provisions of RBI Act 1935, Banking Regulation Act 1949, Prevention of Money Laundering Act, 2002. Government and RBI's Powers Opening of New Banks and Branch Licensing Constitution of Board of Directors and their Rights Banks Share Holders and their Rights CRR and SLR Concepts Cash Currency Management Winding up, Amalgamation and Mergers Powers to Control	06

Department of Management Studies (MBA)

	Advances, Selective Credit Control, Monetary and Credit Policy Audit and Inspection Supervision and Control, Board for Financial Supervision, its Scope and Role Disclosure of Accounts and Balance Sheets Submission of Returns to RBI, Corporate Governance.	
3.	Legal Aspects of Banking Operations: Case Laws on Responsibility of Paying and Collecting Banker Indemnities or Guarantees, Scope and Application, Obligations of a Banker, Precautions and Rights, Laws relating to Bill Finance, LC and Deferred Payments, Laws Relating to Securities, Valuation of Securities, Modes of Charging Securities - Lien, Pledge, Mortgage, Hypothecation etc., Registration of Firms/Companies, Creation of Charge and Satisfaction of Charge.	06
4.	Banking Related Laws: Law of Limitation- Provisions of Bankers Book Evidence Act -Special Features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction Tax Service Tax, Asset Reconstruction Companies, The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, The Consumer Protection Act, 1986, Banking Ombudsman Lok Adalats, Lender's Liability Act	06
5.	Legal Framework of Insurance: Insurance and the law of contract: general requirements of an enforceable contract; void and voidable; special legal characteristics of insurance contract: insurance as a contract of indemnity, insurance as a personal contract, insurance as a unilateral contract, insurance as a conditional contract, insurance as a contract of adhesion, and insurance as a contract of utmost good faith.	06
6.	Regulation of Insurance Industry: Goals of insurance regulation; current regulatory structure; federal versus state regulation; areas of regulation: solvency regulation, market regulation, regulation of rates; claim procedures and settlement; breach of contract; disputes of insurance; semi judiciary role of Insurance Board in claim settlement; and ombudsman.	06

References

Text Books:

- Indian Institute of Banking and Finance. Legal and regulatory aspects of banking. New Delhi: McMillan India
- Gupta, P. K. Legal aspects of insurance, Bombay: Himalayan Publishing House

Reference Books:

- Gordon E., Banking theory law and practice. Bombay: Himalaya Publishing House
- Vaughan, E. J. & Vaughan, T. M. Fundamentals of risk and insurance. John Willey.
- Regda, E. George. Principles of Risk Management and Insurance. New Delhi.

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

Class:- Second Year M.B.A.	Semester-III	L	T	P	Credits
Course Code: MGB2151	Course Name: Funds Management in Banking and Insurance	3	-	-	3

Course Description:

Funds management in banking and insurance course provide a greater in-depth knowledge of different aspects of Insurance, Banking and a thorough understanding of the practical application of the theory. This course provides the student an insight into the various aspects of management of funds in Banking and Insurance sector, which includes liquidity management, management of reserves, fundamentals of insurance & risk management etc. This course focus on inculcating training and practical approach among the students by using modern technologies, and to give an adequate exposure to operational environment in the field of Banking and Insurance.

Course Learning Outcomes:

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

1. Discuss the fundamental aspects of banking and insurance business.
2. Explain capital management and management of bank deposits.
3. Compare the Bank business model & insurance business model.
4. Evaluate role of Life Insurance and Non-Life Insurance.

Prerequisite

The prerequisite for this course is awareness about the banking & insurance business and its working.

Course Content

Unit No	Description	Hrs.
1.	Introduction to Banking & Bank Lending: Introduction to Banking Business, Characteristics, Types and Structure of the Indian Banking System, Principles of lending, Fund Based Lending, Lending guidelines, Loan Appraisal, Documentation	06
2.	Management of Capital & Reserves: Objectives of Capital management, Meaning, Functions & Necessity of Capital Funds, Capital Adequacy Standards, Nature and Purpose of Primary Reserves and Secondary Reserves, Factors influencing Secondary reserves, Three-pillar approach to Bank Capital requirements.	06
3.	Management of Bank Deposits: Management of Bank Loans, Characteristics of Bank Loans, Loan Policy in a Commercial Bank, Evaluation of Loan Application, Credit Information, Credit Analysis, Credit Decision. Priority Sector lending policies of Commercial Banks in India	06

Department of Management Studies (MBA)

4.	Liquidity Management: Concept of Liquidity Management, Bank business model & Insurance business model. Priorities in the Employment of Bank Fund, Problems in Resource Allocation in India	06
5.	Principles and Practice of Insurance: Meaning & Nature of Insurance, Purpose and Need of Insurance, Indian Insurance Market, Types of Life Insurance and Non-Life Insurance	06
6.	Risk and Capital Management: Bank Balance Sheet & Insurance Balance Sheet, Current Capital requirements for Insurance companies, Alignment between Risk and Capital Management, Emerging role of risk and capital management, Critical success factors of risk and capital management, Differences in risk management per line of business.	06

References

Text Books:

- E. Gordon & K. Natarajan, Banking Theory, Law & Practice, Himalaya Publishing House.

Reference Books:

- Prasad S. Vipradas & Dr. J.K.Syan, Bank Lending, Himalaya Publishing House.
- S. Murali & K.R. Subbakrishna, Bank Credit Management, Himalaya Publishing House.
- K.C. Shekhar & Lakshmy Shekhar, Banking Theory & Practice, Vikas Publishing House
- Vasant Desai, Bank & Institutional Management, Himalaya Publishing House.
- P.K. Gupta, Fundamentals of Insurance, Himalaya Publishing House.
- M. N. Mishra & Dr. S.B.Mishra, Insurance Principles & Practice, S.Chand & Company
- O. P. Agarwal, Banking & Insurance, Himalaya Publishing House.



Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Track I: Industry Internship (II)

Class:- Second Year M.B.A.	Semester-IV
Course Code: IIMB2YYY	Course Name: Online Course- I/Self learning course-I

L	T	P	Credits
-	-	-	2

Course Description:

Online/Certification Course:

Students enrolled for Internship and project track must select an online/Certification course. It should be approved by Dean Academics.

Platforms for the online courses are given below.

- 1) Coursera <https://www.coursera.org>
- 2) NPTEL <http://nptel.ac.in>
- 3) Udemy <https://www.udemy.com/>
- 4) edX <https://www.edx.org/>
- 5) SoloLearn <https://www.sololearn.com/>
- 6) Udacity <https://in.udacity.com/>
- 7) FutureLearn <https://www.futurelearn.com/>
- 8) Alison <https://alison.com/>
- 9) Cognitive Class <https://cognitiveclass.ai/> While selecting online or self-study course students must follow guidelines given below:
 - 1) Course must have an certification exam by platform.
 - 2) Duration of the course must be a minimum 6 weeks or 24 hours.
 - 3) Course must be completed in the span of three months.
 - 4) Selected course must belong to one of the given platforms. If selected course belongs to a different platform than that in the given list, *it can be adopted after approval by Dean Academics.*
 - 5) Selected course must be in line with the area of the project undertaken by a candidate.

Self-Study Course:

If Online Course related to project is not available, student can select self-study course designed by College mentor and approved by Departmental Program Committee (DPC) & Dean Academics.

Evaluation:

- 1] Online course should have the certification exam of selected platform. Certificate and mark sheet presented by a student will be used for evaluation of ESE of this course. Student needs to produce a certificate of online or certification course at the time of ESE. If a student fails to produce this certificate, he or she will not be eligible to give ESE of this course. ESE will be Oral/Viva.
- 2] If selected course is Self-Study type designed by college Mentor; student needs to appear for ISE, UT1, UT2, ESE as per regular courses.

Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)

L	T	P	Credits
2	-	-	2

Class:- Second Year M.B.A.	Semester-IV
Course Code : II2044	Course Name : Project Management (Online Course)

Course Description:

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project Management is an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in accordance with the pre-determined objectives within the constraints of time and cost.

Course Learning Outcomes:

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

1. Elaborate of the fundamentals of project management.
2. Analyze the projects proposal by applying feasibility studies.
3. Take decisions relating to project cost management.
4. Identify different issues relating to human aspect in projects.
5. Taking decisions based on risk management in the projects.

Prerequisite:

Basic understanding of management principles & functions, operations management.

Course Content

Unit No	Description	Hrs.
1.	Project Management: Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty, Organizational Influences on Project Management	06
2.	Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Commercial Appraisal, Economic Appraisal, Financial Appraisal of Single Project, Financial Appraisal of Multiple Projects	06
3.	Project Cost Management: Estimate Project Cost, Components of Capital Cost of Project, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions based on computation of Payback method / NPV / IRR	06
4.	Managing Human Aspect in Projects: Project Organization, Acquire Project Team, Project Leadership, Motivations in Project Management, Conflict in Project Management, Five stage team development models, Managing virtual project teams	06

5.	Project Time Management: Project scheduling, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Slack Time, Estimating Activity Time (to,tm,tp) , Total Project Time, PERT & CPM	06
6.	Project Risk Management: Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Monte Carlo Process for managing risk, Project Termination, Types, Termination Strategies	06

References

Text Books:

- Gray C. F., & Larson, E. W., Project Management: The Managerial Process, Tata McGraw Hill Publications, New Delhi.

Reference Books:

- Harold Kerzner, Project Management: A systems approach to planning, scheduling & controlling, Wiley India Pvt. Ltd., New Delhi.
- Lester, A., Project Management Planning and Control, Elsevier Publication, New Delhi,
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing, Implementation & Review, McGraw Hill Education (India) Pvt. Ltd., New Delhi
- Rory Burke, Project Management – Planning and Control Techniques, Wiley India Pvt. Ltd. New Delhi

Note: -

Being online course, lecture videos of each unit will be made available through college platform to the students. For each unit there will be separate assignment. Students need to submit all assignments within specified time. Weightage: 25% weightage for unit wise assignments + 75% weightage for final exam. Final exam will be held at college campus.



Class:- Second Year M.B.A.	Semester-IV	L	T	P	Credits
Course Code: II2064	Course Name: Internship & Project	-	-	-	12

Course Description:

Internship is designed to expand the depth and breadth of academic learning of students in their particular areas of study. It is an opportunity for students to receive experience in applying theories learned from the classroom to specific experiences with the community and work world. An internship can also heighten awareness of community issues, motivate students to create opportunities, embrace new ideas, and give direction to positive change. A successful internship can give valuable information in making decisions about the direction of future studies or employment. An internship is an opportunity not only to use and develop industry-related knowledge and skills, but also to enhance some of the skills that are transferable to any professional work setting. Students from Final year MBA are eligible to do this internship. Selected candidates by college will be permitted for internship of minimum 20 weeks in 4th semester. During this Internship, it is expected that students should identify the problems arising in the industry related to Management, and they have to give the solution to the company.

Course Learning Outcomes:

1. Internship

After the successful completion of the IIP- II the student should be able to

1. Discuss the functioning of the company on the terms of inputs, transformation process and the outputs (products and services)
2. Demonstrate an attitude to adjust with the company culture, work norms, code of conduct.
3. Analyse and follow the safety norms, Code of conduct.
4. Judge the ability to observe, analyse and document the details as per the industry practices.
5. Evaluate the processes, systems and procedures and to relate to the theoretical concepts-studies.
6. Develop the leadership abilities, communication.
7. Develop project management and finance sense

2. Project

After the successful completion of the project, the student should be able to;

1. Identify the project/problem in the domain of a program relevant for the company.
2. Interpret the information to the pertaining to the problem identified.
3. Analyse the information using the statistical tools/ techniques.
4. develop the feasible solution for given problem.
5. Investigate the impact of the project on the performance of company/department.

Course Content

I. Internship:

During Internship, Students should follow guidelines given below.

1. After joining the industry students should learn all the departments and their workings. Furthermore, student should understand how each department of industry is interlinked with one another.
2. Student should correlate the theoretical aspects learned in academics with industry practices.
3. Students should gain a knowledge of new technologies which industry follows.
4. Students should follow the professional codes and ethics.
5. Students should follow all rules and regulations of industry. Special care should be taken regarding safety.

• **Work Diary:**

Work Diary will be provided to each student, which contains details regarding internship, do's and don'ts and evaluation scheme. Student is required to write the Diary regularly and get it signed by the industry guide periodically. During the visit of Mentor, assigned to the student should be able to go through the Diary to access the work done and write the remarks/ instruction. At the end of internship, student should submit the duly completed diary to the department.

• **Duration:**

The internship duration is of one complete semester (approximately 20 weeks) between 1st January to 30th May of the respective academic year. Biometric attendance on working days is compulsory.

II. Project:

Students should select technical problems occurring within the industry as a project in consult with industry & Institute mentors.

• **Evaluation**

Faculty Mentor will be assigned to each student by the Institute who will monitor the progress of internship and project and help the student to sort-out any issues/ problems arising. Mentor of student from college will visit the industry as per the schedule given below.

Sr.No.	Evaluation	Period
1.	At the beginning of the program for orienting Students to the company and finalize the project	During 2 nd Week
2.	Review-I (ISE-1)	During 10 th week
3.	Review-II (ISE-2)	During 15 th week
4.	Review-III (ESE)	During 20 th week

*Review-III is end semester examination (ESE), which will be conducted at institute.

*During ESE, students should submit, Project & internship report, Work diary, Internship & project completion certificate issued by industry etc. to respective departments.

Syllabus (Theory Courses)
 To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Track II: Course Work (CW)

Class:- Second Year M.B.A.	Semester-IV	L	T	P	Credits
Course Code : MCW2023	Course Name : Project Management (Online Course)	2	-	-	2

Course Description:

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project Management is an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in accordance with the pre-determined objectives within the constraints of time and cost.

Course Learning Outcomes:

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

1. Elaborate of the fundamentals of project management.
2. Analyze the projects proposal by applying feasibility studies.
3. Take decisions relating to project cost management.
4. Identify different issues relating to human aspect in projects.
5. Assess and mitigate project risks through effective decision-making and strategic planning.

Prerequisite:

Basic understanding of management principles & functions, operations management.

Course Content

Unit No	Description	Hrs.
1.	Project Management: Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty, Organizational Influences on Project Management	06
2.	Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Commercial Appraisal, Economic Appraisal, Financial Appraisal of Single Project, Financial Appraisal of Multiple Projects	06
3.	Project Cost Management: Estimate Project Cost, Components of Capital Cost of Project, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions based on computation of Payback method / NPV / IRR	06
4.	Managing Human Aspect in Projects: Project Organization, Acquire Project Team, Project Leadership, Motivations in Project Management, Conflict in Project Management, Five stage team development models, Managing virtual project teams	06

Department of Management Studies (MBA)

5.	Project Time Management: Project scheduling, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Slack Time, Estimating Activity Time (to,tm,tp) , Total Project Time, PERT & CPM	06
6.	Project Risk Management: Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Monte Carlo Process for managing risk, Project Termination, Types, Termination Strategies	06

References

Text Books:

- Gray C. F., & Larson, E. W., Project Management: The Managerial Process, Tata McGraw Hill Publications, New Delhi.

Reference Books:

- Harold Kerzner, Project Management: A systems approach to planning, scheduling & controlling, Wiley India Pvt. Ltd., New Delhi.
- Lester, A., Project Management Planning and Control, Elsevier Publication, New Delhi,
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing, Implementation & Review, McGraw Hill Education (India) Pvt. Ltd., New Delhi
- Rory Burke, Project Management – Planning and Control Techniques, Wiley India Pvt. Ltd. New Delhi



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

Class:- Second Year M.B.A.	Semester-IV
Course Code: MCW2043	Course Name: Analytical/ Statistical course (Online)

L	T	P	Credits
-	-	-	2*

Course Objectives:

- Understand the basics of data analysis and its applications.
- Learn foundational tools and techniques for working with data.
- Develop basic skills in data visualization and interpretation

Course Description:

Online/Certification Course:

Students enrolled for an online/Certification course related to data analysis for example: R programming, Python, Power Bi, SPSS, MS-Excel, SAS, MATLAB, Tableau, Minitab. It should be approved by Dean Academics Platforms for the online courses are given below.

- 1) Coursera <https://www.coursera.org>
- 2) NPTEL <http://nptel.ac.in>
- 3) SWAYAM <https://swayam.gov.in>
- 4) Udemy <https://www.udemy.com/>
- 5) edX <https://www.edx.org/>
- 6) SoloLearn <https://www.sololearn.com/>
- 7) Udacity <https://in.udacity.com/>
- 8) Future Learn <https://www.futurelearn.com/>
- 9) Alison <https://alison.com/>
- 10) Openlearn <https://open.edu/openlearn>
- 11) Skillshare <https://skillshare.com>
- 12) Cognitive Class <https://cognitiveclass.ai/> While selecting online or self-study course students must follow guidelines given below:
 - 1) Course must have a certification exam by platform.
 - 2) Duration of the course must be a minimum 6 weeks or 24 hours.
 - 3) Course must be completed in the span of three months.
 - 4) Selected course must belong to one of the given platforms. If selected course belongs to a different platform than that in the given list, *it can be adopted after approval by Dean Academics.*
 - 5) Selected course must be in line with the area related to the subject.

Self-Study Course:

If Online Course related to project is not available, student can select self-study course designed by College mentor and approved by Departmental Program Committee (DPC) & Dean Academics.

Evaluation:

1] Online course should have the certification exam of selected platform. Certificate and mark sheet presented by a student will be used for evaluation of ESE of this course. Student needs to produce a certificate of online or certification course at the time of ESE. If a student fails to produce this certificate, he or she will not be eligible to give ESE of this course. ESE will be Oral/Viva.

- 2] If selected course is Self-Study type designed by college Mentor; student needs to appear for ISE, UT1, UT2, ESE as per regular courses



Syllabus (Theory Courses)
To be implemented from 2024-26 NEP Batch
Department of Management Studies (MBA)
Track III-Research Project (RP)

Class:- Second Year M.B.A.	Semester-IV	L	T	P	Credits
Course Code : MRP2023	Course Name: Project Management (Online Course)	2	-	-	2

Course Description:

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project Management is an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in accordance with the pre-determined objectives within the constraints of time and cost.

Course Learning Outcomes:

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

1. Elaborate of the fundamentals of project management.
2. Analyze the projects proposal by applying feasibility studies.
3. Take decisions relating to project cost management.
4. Identify different issues relating to human aspect in projects.
5. Assess and mitigate project risks through effective decision-making and strategic planning.

Prerequisite:

Basic understanding of management principles & functions, operations management.

Course Content

Unit No	Description	Hrs.
1.	Project Management: Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty, Organizational Influences on Project Management	06
2.	Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Commercial Appraisal, Economic Appraisal, Financial Appraisal of Single Project, Financial Appraisal of Multiple Projects	06
3.	Project Cost Management: Estimate Project Cost, Components of Capital Cost of Project, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions based on computation of Payback method / NPV / IRR	06
4.	Managing Human Aspect in Projects:	06

Department of Management Studies (MBA)

	Project Organization, Acquire Project Team, Project Leadership, Motivations in Project Management, Conflict in Project Management, Five stage team development models, Managing virtual project teams	
5.	Project Time Management: Project scheduling, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Slack Time, Estimating Activity Time (to,tm,tp) , Total Project Time, PERT & CPM	06
6.	Project Risk Management: Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Monte Carlo Process for managing risk, Project Termination, Types, Termination Strategies	06

References

Text Books:

- Gray C. F., & Larson, E. W., Project Management: The Managerial Process, Tata McGraw Hill Publications, New Delhi.

Reference Books:

- Harold Kerzner, Project Management: A systems approach to planning, scheduling & controlling, Wiley India Pvt. Ltd., New Delhi.
- Lester, A., Project Management Planning and Control, Elsevier Publication, New Delhi,
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing, Implementation & Review, McGraw Hill Education (India) Pvt. Ltd., New Delhi
- Rory Burke, Project Management – Planning and Control Techniques, Wiley India Pvt. Ltd. New Delhi



Class:- Second Year M.B.A.	Semester-IV	L	T	P	Credits
Course Code : MRP2150	Course Name: Dissertation Phase-II	-	-	12	6

Course Description:

Phase II of the research project focuses on the practical execution of the research plan developed in Phase I. This stage involves the actual gathering of data, processing it, and analyzing the findings. The primary goal of this phase is to implement the methodology designed earlier, ensuring that data collection adheres to ethical standards, and applying appropriate analysis techniques. Students will gain hands-on experience in collecting primary data through methods like surveys, interviews, or case studies.

Course Learning Outcomes:

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

1. Implement the approved research methodology to collect accurate and relevant primary data.
2. Design appropriate data collection tools, such as questionnaires or interview schedules, that align with the research objectives and target population..
3. Conduct fieldwork and data collection using appropriate methods. like surveys, interviews
4. Analyze the data using suitable statistical techniques to draw meaningful conclusions.
5. Demonstrate problem-solving skills in handling challenges during data collection and fieldwork

Prerequisite:

Completion of Phase- I(Research Proposal)

Course Content:

Phase II: Data Collection & Analysis

This phase involves the actual gathering of data, processing it, and analyzing the findings. The primary goal here is to execute the research plan formulated in Phase I.

1. Research Methodology:

This involves selecting suitable research methods based on the study's objectives and nature. Students choose between qualitative, quantitative, or mixed-method approaches. The methodology guides how data will be collected and analyzed.

2. Data Collection:



Department of Management Studies (MBA)

Students gather primary data using tools such as surveys, interviews, or observations. This step must follow ethical guidelines, including informed consent and confidentiality. Accurate data collection is essential for meaningful results.

3. Data Analysis:

Collected data is processed and examined using statistical or thematic techniques. Students use tools like Excel, SPSS, or coding frameworks for analysis.

4. Results Interpretation:

Students interpret their analysis in relation to their research questions and objectives. This involves making sense of findings and explaining what they mean. Results are compared with past studies to find similarities or differences

5. Online Course on Analytical Tools:

Students complete an online course on tools like SPSS, R, Excel, or NVivo via platforms like NPTEL, SWAYAM or Coursera. The course teaches practical skills for analyzing quantitative and qualitative data. It helps students apply the right tools effectively in their research.



Class:- Second Year M.B.A.	Semester-IV	L	T	P	Credits
Course Code : MRP2160	Course Name: Dissertation Phase-III	-	-	16	8

Course Description:

This phase involves synthesizing the research problem, objectives, methodology, data, and analysis into a comprehensive document. Students will learn how to effectively present their findings, provide a thorough discussion of the results, and draw meaningful conclusions. Students will compile their findings, analyze the results, and communicate their research outcomes in a well-structured dissertation.

Course Learning Outcomes:

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

1. Integrate the research problem, objectives, methodology, and findings into a structured dissertation
2. Present data and findings using appropriate formats such as tables, charts, and written summaries.
3. Interpret research results in relation to the original questions and objectives.
4. Compare current findings with past research to identify patterns, similarities, or differences.
5. Draw clear and evidence-based conclusions from the analysed data..

Prerequisite:

Completion of Phase I & Phase II (Research Proposal and Data Analysis).

Course Content:

Phase III: Writing the Dissertation & Final Evaluation

This phase is the conclusion of your research and involves writing and presenting your findings.

1. Thesis Writing:

Students compile all parts of their research into a well-structured academic thesis. This includes writing chapters such as Introduction, Methodology, Results, and Conclusion. Proper formatting, citation, and academic language are followed. The thesis reflects the entire research journey and findings.

2. Viva Voce:

Students orally present and defend their dissertation before a panel of examiners. They explain their research process, justify their methods, and respond to questions. The viva tests their understanding, critical thinking, and communication skills

3. Two Paper Publications in Scopus indexed Journals:

Students prepare and submit at least two research papers to Scopus-indexed journals. These papers may focus on literature review, methodology, or key findings. Publishing in Scopus builds academic credibility and research experience.