



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

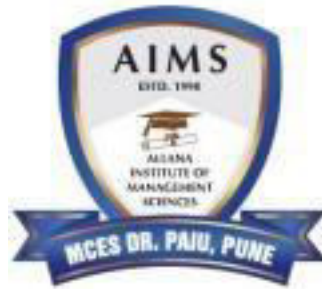
2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

FOR

MBA- I (SEM-I & SEM-II)

**Allana Institute of Management
Sciences (Pune)**



w.e.f Academic Year: 2024 -25

Two years, Four Semesters, Full time Program

Under Choice Based Credit System (CBCS)

&

Outcome Based Education (OBE) Pattern

as per UGC, AICTE and NEP-2020 Guidelines

Under the

Faculty of Commerce & Management

2390 - B, K. B. Hidayatullah Road,

Azam Campus, Camp, Pune 411001

CREDIT DISTRIBUTION & MARKS DISTRIBUTION FOR MBA-I

Semester - I

<i>Particulars</i>	<i>Generic Core (GC)</i>	<i>Specialization (Core +Electives)</i>	<i>TOTAL</i>
<i>TOTAL CREDITS</i>	<i>14</i>	<i>14</i>	<i>28</i>
<i>TOTAL MARKS</i>	<i>400</i>	<i>300</i>	<i>700</i>

Semester - II

<i>Particulars</i>	<i>Generic Core (GC)</i>	<i>Specialization (Core +Electives)</i>	<i>TOTAL</i>
<i>TOTAL CREDITS</i>	<i>14</i>	<i>14</i>	<i>28</i>
<i>TOTAL MARKS</i>	<i>400</i>	<i>300</i>	<i>700</i>



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Syllabus 2023- 2025

1.0 Preamble

The MBA Curriculum builds on the implementation of the Choice Based Credit System (CBCS) and Grading System. The curriculum takes the MBA program to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

Vision

To be one of the most adorable, admired and trustworthy management institutes in India.

Mission

1. To provide interdisciplinary quality management and applied education so as to ensure lifelong learning of students.
2. To prepare students for suitable career opportunities thereby creating dependable and innovative managers and IT professionals committed to the Society and Nation.
3. To inculcate a spirit of entrepreneurship, problem solving skills and innovation among students thereby helping them seek opportunities for continuous improvement.
4. To provide satisfactory and healthy work environment and job enrichment opportunities to staff.
5. To foster scientific attitude among researchers of institute.
6. To inculcate and enrich values of integrity, hard work and humanity among staff and students.

Quality Policy

We continuously seek opportunities for improvement, to meet and exceed the needs of our students through a process of self-evaluation and continuous improvement. At AIMS, we are committed

to Qualitative education to eligible persons, thus creating human assets and enhancing intellectual capital. Our management training provides self-dependability, innovativeness, sociability, sensitivity, and adherence to excellence.

Values

Integrity, Passion for truth and innovation, Humanity, Social Equality and Respect.

1.1 Eligibility

The candidate should have passed minimum three-year duration bachelor's degree awarded by any of the Universities recognized by University Grants Commission or Association of Indian Universities in any discipline with at least 50% marks in aggregate or equivalent (45% for SC/ST/OBC/NT and any other reserved category student) and should have obtained non-zero score in Entrance Exam conducted by the Competent Authority MAH-MBA-CET, CAT, XAT, CMAT, ATMA, MAT, GMAT, & PERA, or any other State level Entrance Test in India. Valid score in any of the following common entrance examinations. Candidates who are in their final year of bachelor's degree, are also eligible to apply. However, such candidates will have to submit the original certificate of having graduated and mark sheet of the final year degree examination while joining the course.

1.1.1 Admission Procedure

Candidates need to

1. Appear for any of the above-mentioned CET entrance exam.
2. Fill the Admission Application Form in the institute.
3. Documents (mentioned in 1.1.2) to be verified and submitted to the competent authority.
4. Pay the fees and take the admission.

1.1.2 Documents Required for Admission

Entrance Exam Score Card.
SSC Marksheet
HSC Marksheet / Diploma Marksheet
Degree Final Year Marksheet
Leaving / Transfer Certificate
Domicile and Nationality Certificate
Migration Certificate
Caste Certificate (if applicable)
3 Color Photos
2 Photocopies of Above original Documents

1.1.3 Documents Required for NRI Admissions

1. NRI candidates should produce an Employer Certificate of the sponsor– either Father or Mother.
2. Application form with all details furnished.
3. Photocopies of the following:
 - (I) NRI bank account passbook (front page photocopy)
 - (II) Passport copy of the parent having NRI status.
 - (III) Passport copy of student (except for NRI-S candidates)
4. Equivalence Certificate issued by the Association of Indian Universities AIU
5. NRI Status Certificate in respect of father/mother.
6. Certificates of Educational Qualifications 10th Std/12th Std/Degree/Transfer Certificate / Migration Certificate (as applicable to specific program)
7. Medical Fitness Certificate
8. Undertaking Duly Countersigned by Parent/Guardian.

2.0 Introduction to MBA Program

The MBA program with various specializations consists of four semesters. Students select their first specialization in their second semester and second specialization in their third semester. The courses are of four and two credits depending on the nature of the courses. The course curriculum is designed considering academic depth and employability of students in variety of sectors. A variety of pedagogy is used in addition to the regular classroom teaching, such as case sessions, simulations, management games, computer labs, field studies and research-based assignments. Students gain Experiential learning through various internship programs'-curricular activities such as industry analysis and desk research and current affairs sessions, book reviews, paper presentation conferences augment the regular classes.

3.0 Definitions

3.1 Outcome Based Education (OBE)

Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed.

3.2 Program Educational Objectives (PEOs)

The Program Educational Objectives are statements of objective that describe the expected achievements of graduates in their career, how students are expected to perform and what they are expected to achieve during the first few years after graduation.

3.3 Graduate Attributes (GAs)

The graduate attributes include capabilities that help strengthen one's abilities for widening current knowledge base and skills, gaining new knowledge and skills, undertaking future studies, performing well in a chosen career, and playing a constructive role as a responsible citizen in the society.

3.4 Program Outcomes (POs)

Program outcomes are statements of objectives that describe learning and skills achieved at the end of the program.

3.5 Program Specific Outcomes (PSOs)

Program Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the program are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

3.6 Learning Outcomes (LOs)

A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are: a) Disciplinary knowledge and skills b) Generic skills c) Attitudes and values.

3.7 Course Outcomes (COs)

A set of specific statements that describes the complex performances a student should be capable of because of learning experiences within a course.

3.8 Credit

A Credit is measured for a period of one semester (Twelve weeks). It includes:

- a) Every ONE-hour session per week of L amounts to 1 credit per semester
- b) A minimum of ONE hours per week of T amounts to 1 credit per semester,
- c) A minimum of ONE hours per week of P amounts to 1 credit per semester, each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e., LTP Pattern. Indicative LTP, for each course.

3.9 Session

Each teaching-learning, evaluation session shall be of 60 minutes.

3.10 Course Announcement

The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket.

3.11 Course Registration

It is mandatory for every student, to register every semester, for the courses opted for that semester.

4.0 MBA Program Focus:

4.1 Program Educational Objectives (PEOs)

PEO1: MBA graduates will have a broader business perspective and demonstrate entrepreneurship capabilities.

PEO2: MBA graduates will apply their conceptual understanding in solving real- world business problems.

PEO3: MBA graduates will be able to exhibit effective decision-making skills by employing analytical and critical thinking ability.

PEO4: MBA graduates will exhibit a multi-disciplinary perspective for business problem-solving through good use of Information Communication Technology tools.

PEO5: MBA graduates will exhibit leadership and networking skills in the Chosen functional area of business

4.2 Program Outcomes (POs)

PO1: Apply Knowledge of Management Theories and Practices to solve business problems.

PO2: Foster Analytical and Critical abilities for data-based decision

PO3: Acquire leadership skills and become productive managerial leaders.

PO4: Ability to understand, analyze, communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment.

PO6: Identify business opportunities, design and implement innovations in work environment.

PO7: Enhance capabilities for generating research ideas in respective management domains.

PO8: Demonstrate sensitivity to sustainability issues and prepare for lifelong learning.

4.3 Graduate Attributes (GAs)

At the end of the MBA program the learner shall exhibit:

GA1: Managerial Competence: Demonstrate effective management skills and decision-making abilities in business contexts.

GA2: Language Proficiency: Communicate clearly and effectively in various languages, both written and verbal, across diverse professional settings.

GA3: Problem Solving: Apply critical thinking and analytical skills to identify, analyze, and resolve complex business challenges.

GA4: Leadership and Teamwork: Lead teams with integrity and collaborate effectively with others to achieve common goals.

GA5: Creative Thinking: Innovate and think creatively to generate new ideas and approaches for business growth and development.

GA6: Research Skills: Conduct thorough research, analyze data, and draw evidence-based conclusions for informed decision-making.

GA7: Digital Proficiency: Utilize digital tools and technologies competently to enhance business operations and strategic planning.

GA8: Entrepreneurial and Intrapreneurial Qualities: Exhibit a proactive mindset and the ability to create new opportunities within existing organizations or through new ventures.

GA9: Professionalism: Uphold ethical standards and professional conduct in all aspects of business and personal interactions.

GA10: Societal Consciousness: Recognize the impact of business decisions on society and the environment and strive to contribute positively.

GA11: Long-term Learning Attitude: Maintain a commitment to continuous learning and development to adapt to changing business landscapes.

5.0 MBA Program Course Types and Evaluation Pattern:

Sr. No	Course Type	Credits	Nature	Comprehensive Evaluation (CE)	Mid Semester Evaluation (ISE)	End Semester Evaluation (ESE)	Total Marks
1	Generic Core Course (GCC)	4	Compulsory	25	25	50	100
2	Specialization Core (SC)	4	Compulsory	25	25	50	100
3	Specialization Elective (SE)	2	Elective	25	25	0	50
4	Ability Enhancement & Skill Development Courses (AE & SDC) Summer Internship Project (SIP)	6	Compulsory	75	0	75	150
5	Ability Enhancement & Value-added Courses (AE & VAC)	2	Compulsory	25	25	0	50
6	Ability Enhancement & Skill Development Courses (AE & SDC)	2	Compulsory	25	25	0	50
7	Skill-Development-Multi Disciplinary (SDC - MD)	2	Compulsory	25	25	0	50

5.1. Course Types:

5.1.1 Generic Core (GC) Course

Generic Core course is mandatory to all the students and fundamental in nature. Such a course is not replaced by any other course. This course is a core requirement to complete the said program. Each of the Core Courses shall contain either or all these **Components:** Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e., LTP Pattern. Generic core courses carry 4 credits each.

5.1.2 Specialization Core (SC) Course

A 'Discipline (specialization) centric' core is called 'Specialization Core.' Specialization Core courses in Semesters II, III and IV are focused on a specialization. It is one of the compulsory subjects to be studied under a chosen specialization.

5.1.3 Specialization Elective (SE) Course

An 'Discipline (specialization) centric' elective is called 'Specialization Elective' which are offered in the Semesters II, III and IV and are focused on giving in depth knowledge of the Specialization. Specialization Elective course is a course which can be chosen from a pool of courses offered by the University.

5.1.4 Ability Enhancement and Value Added (AE&VA) Course

These courses are compulsory courses for all the students. These courses are meant to enhance the ability of the students & add value to their knowledge bank to make them employment ready. **AE&VA** courses are the courses based upon the content that leads to Knowledge enhancement.

5.1.5 Ability Enhancement & Skill Development (AE & SD) Courses

These courses are compulsory courses for all the students. These courses are meant to enhance the ability of the students & upgrade the existing skillsets of students to make them employment ready.

5.1.6 Skill Development Courses (SDC)

SDC courses (Multidisciplinary) are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc. These may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. Each of the AEC and SDC courses carries 2 Credits.

5.1.7 List of Skill Development Courses:

- A) Basic Managerial Skills**
- B) Communication Skills for Managers**
- C) Tally and Computer Based Accounting**
- D) Certificate Course in Analysis and Presentation of Data**
- E) Introductory Course in Disaster Management**
- F) Personality and Soft Skills Development**
- G) International Etiquettes and Mannerism**
- H) Foreign Language**
- I) Advance Foreign Language**
- J) Yoga and Meditation**
- K) Ground and Sports Management**
- L) Value Education and Gender Equality**
- M)UGC /AICTE / Dr PAIU Approved online courses**
- N) College Course Under Specific Scheme**
- O) Multidisciplinary Seminar or Lecture series**

6.0 MBA Program Credit Distribution

Sr. No	Program Component	Minimum Credits
1	Generic Core Course- GCC	60
2	Specialization Core – SC	28
3	Specialization Elective - SE	8
4	Ability Enhancement & Skill Development Courses, - AE & SDC (Including S.I.P's 6 Credits)	10
5	Ability Enhancement & Value-Added Courses-AE & VAC	2
6	Skill Development - Multi Disciplinary Course-SD-MD	4
	Total	112

6.1. Semester wise Credit Distribution

Semester	Generic Core (GC) Course	Specialization Core (SC)	Specialization Elective (SE)	Skill Development, Ability Enhancement, Value Addition Courses (in lieu of NEP 2020)	Total Credits
I	$6 * 4 = 24$	-	-	$2 * 2 = 4$	28
II	$4 * 4 = 16$	$2 * 4 = 8$	$1 * 2 = 2$	$1 * 2 = 2$	28
III	$2 * 4 = 8$	$2 * 4 = 8$	$2 * 2 = 4$	$(1 * 6) + (1 * 2) = 8$	28
IV	$3 * 4 = 12$	$3 * 4 = 12$	$1 * 2 = 2$	$1 * 2 = 2$	28
Total Credits	60	28	8	16	112

NOTE: At the End of the MBA Program:

1. Total Credits earned will be 112 Credits and Grand Total Marks will be 3000
2. First Specialization with 10 Credits & Second Specialization with 26 Credits.
3. Skill Development Courses with 16 Credits and rest other important Management Courses as Generic Core Courses with 60 Credits.
4. All together 32 Courses / Subjects will be learned & known including SIP.

6.2 SPECIALIZATIONS OFFERED

The following specializations shall be offered in MBA PART ONE:

Entrepreneurship Management
Digital Marketing
Retail Management
Fintech Management
Pharma Business Management
Tourism & Hospitality Management

The following specializations shall be offered in MBA PART TWO:

Marketing Management
Financial Management
Human Resource Management
Operations & Supply Chain Management
Business Analytics
International Business Management

***Students shall be permitted to opt for ANY SPECIALISATION IN PART ONE + ANY SPECIALISATION IN PART TWO.**

Note:

- 1) Specializations are offered based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
- 2) Specialization is offered only if a minimum of 20% of students have registered for that specialization.
- 3) An Open elective course is offered only if a minimum of 20% of students have registered for that elective course.

7.0 MBA Program Course Structure and Evaluation Pattern (Semester-I)

Course Code	Course Name	Course type	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	ISE (25)	ESE (50)	TOTAL
MBA23101	Accounting for Managers	GCC	3	1	-	4	25	25	50	100
MBA23102	Organizational Behavior	GCC	3	1	-	4	25	25	50	100
MBA23103	Economics for Business Decisions	GCC	3	1	-	4	25	25	50	100
MBA23104	Research Methods for Business Decisions	GCC	3	1	-	4	25	25	50	100
MBA23105	Fundamentals of Marketing	GCC	3	1	-	4	25	25	50	100
MBA23106	Essentials of Management	GCC	3	1	-	4	25	25	50	100
MBA23107	Business Law	AE/VAC	2	-	-	2	25	25	-	50
MBA23108	Advanced English Language & Communication Skills for Managers	AE & SDC	1	-	1	2	25	25	-	50
	TOTAL		21	6	1	28	200	200	300	700

GCC- Generic Core Course, SC- Specialization Core, SE- Specialization Elective, AE & VAC- Ability Enhancement & Value-Added Courses, AE & SDC -Ability Enhancement & Skill Development Courses, SDC-MD-Skill- Development- Multi Disciplinary, CE- Concurrent Evaluation, MSE- Mid Semester Examination, ESE- End Semester Examination

7.1 MBA Program Course Structure and Evaluation Pattern (Semester-II)

Course Code	Course Name	Course type	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	ISE (25)	ESE (50)	TOTAL
MBA23201	Marketing Management	GCC	3	1	-	4	25	25	50	100
MBA23202	Financial Management	GCC	3	1	-	4	25	25	50	100
MBA23203	Human Resource Management	GCC	3	1	-	4	25	25	50	100
MBA23204	Operations & Supply Chain Management	GCC	3	1	-	4	25	25	50	100
MBA23205	Specialization Elective-I (Desk Research Project & Viva- Voce)	SE	-	-	2	2	25	25	-	50
MBA23206	Specialization Core-I	SC	3	1	-	4	25	25	50	100
MBA23207	Specialization Core-II	SC	3	1	-	4	25	25	50	100
MBA23208	Multidisciplinary Certification Course on Digital Marketing and Entrepreneurship Management	SDC-MD	1	1	-	2	25	25	-	50
	Total		19	7	2	28	200	200	300	700

ISE – Internal Semester Examination, ESE- End Semester Examination

LIST OF OPEN ELECTIVE COURSES (OEC)					
Part ONE SPECIALIZATION SEMESTER II					
4 Credits Each, 50 Marks Concurrent Evaluation, 50 Marks End-Sem Evaluation					
Entrepreneurship Management (EM)	Digital Marketing (DM)	Retail Management (RM)	Fintech Management (FINT)	Tourism & Hospitality Management (THM)	Pharma Business Management (PBM)
MBA23206 EM Digital Entrepreneurship	MBA23206 Fundamentals of Digital Marketing	MBA23206 RM Fundamentals of Retailing	MBA23206 FINT Introduction to Fintech	MBA23206 THM Fundamentals of Hospitality Management	MBA23206 PBM Fundamentals of Pharma Business Management
MBA23207 EM Innovation Management in Entrepreneurship	MBA23207 DM Search Engine Optimization	MBA23207 RM Retail Store Management	MBA23207 FINT Banking, Financial Services Insurance and Blockchain	MBA23207 THM Tourism & Travel Management	MBA23207 PBM Pharmaceutical Regulatory Practices and Global Industry Dynamics

8. Evaluation Scheme/Pattern

The evaluation scheme consists of University (End Sem) Evaluation Concurrent Evaluation

Concurrent Evaluation & Mid Sem Exam	50 Marks
University (End Sem Evaluation)	50 Marks- as applicable
Total Marks:	100 Marks / 50 Marks - as applicable

8.1 Concurrent Evaluation (CE) :

The objective of CE is to provide continuous feedback to the faculty members and students in order to improve teaching learning process. The outcome of each CE is shared with students for betterment and improvement.

Faculty members have the liberty to design the CE components in a manner that will ensure emphasis on knowledge attitude skills.

The feedback after being analyzed is then passed on to the concerned student for implementation and subsequent improvement.

Suggested components for Concurrent Evaluation (CE) are:

- Case study (Group Activity or Individual Activity)
- MCQs with multiple correct answers
- Class Test Presentations (PPT)
- Field Visit / Study tour and report of the same Small Group Project & Internal Viva-Voce Group Discussions
- Role Play / Story Telling Written Home Assignment
- Industry Analysis – (Group Activity or Individual Activity) In-depth Viva
- Quiz
- Creating and Presenting Posters

Each student will attempt at least 2 concurrent components accounting to a total of 50 marks (25 Each).

One of the CE will be conducted during the Mid Semester which will be called as MID-SEMESTER EXAMINATION. Where, 50% of the syllabus will be covered by the concerned faculty member.

Students should be intimated about the units/syllabus which will be covered in the CE well in advance by the concerned faculty members.

MSE will be of 50 marks which will be then scaled down/converted to 25 marks. Students who will be appearing for class improvement cannot reappear for CE.

To ensure transparency, the concerned head of the department/ coordinator's/ faculty members are expected to practice the following:

- Involvement of faculty members of other reputed colleges/universities as experts.
- Randomly selecting a final paper out of a few questions paper sets (at least 2 sets).
- Involvement of industry personnel/ alumni in the evaluation process.
- Sample moderation of answer sheet to ensure credibility.

8.2 University/End Sem Evaluation

Two hours fifteen minutes examination on topics covered in all the units at the end of each semester. Questions based on understanding, application of concepts, and analysis. Final evaluation will be based on concurrent and End Sem examination. Following cognitive abilities will be tested according to Bloom's Taxonomy:

COGNITIVE ABILITIES EVALUATED
Remembering
Understanding
Applying
Analyzing
Evaluating
Creating/ Developing

8.3 END SEMESTER EVALUATION (Based on Bloom's Taxonomy)

Que. No.	Cognitive Ability Evaluated	Type / Nature
Que. 01	REMEMBERING	Answer Any 05 Out Of 08 Questions (2 Marks Each)
Que. 02	UNDERSTANDING	Answer Any 02 Out Of 04 Questions (5 Marks Each) Que. 02 (A) OR Que. 02 (B) Que. 02 (C) OR Que. 02 (D)
Que. 03	APPLYING	Answer Any 01 Out Of 02 Questions (10 Marks Each) Que. 03 (A) OR Que. 03 (B)
Que. 04	ANALYZING	Answer Any 01 Out Of 02 Questions (10 Marks Each) Que. 04 (A) OR Que. 04 (B)
Que. 05	EVALUATING CREATING /	Answer Any 01 Out Of 02 Questions (10 Marks Each) Que. 05 (A) OR Que. 05 (B)

The evaluation of a student for his / her academic performance in a course shall be based on his / her Mid-Semester Examination, Concurrent Evaluation & End – Semester Evaluation. There shall be assessment of all the students attending the course.

The end semester evaluation for all the core, elective & other subjects shall be conducted by the constituent college of Dr. P. A. Inamdar University.

The Examination will consist of 5 questions of 10 marks each with compulsory internal choice within the questions.

The broad structure of the question paper will be as follows:

9.0 GRADING SYSTEM

A ten – point grade system [UGC Circular, vide D. O. No. F. 1 – 1 / 2014 (Secy) dated 12th November 2014) will be followed uniformly for all the faculties. The corresponding grade table is detailed below:

Sr. No.	Final Grade		Grade Points	Marks	Final Grade Point Average
1	O	Outstanding	10	80 - 100	09.00 - 10.00
2	A+	Excellent	9	70 - 79	08.50 - 08.99
3	A	Very Good	8	60 - 69	07.50 - 08.49
4	B+	Good	7	55 - 59	06.50 - 07.49
5	B	Above Average	6	50 - 54	05.50 - 06.49
6	C	Average	5	45 - 49	04.25 - 05.49
7	P	Pass	4	40 - 44	04.00 - 04.24
8	F	Fail	0	0 – 39	00.00 - 03.99
9	A B	Absent	0	0	0

9.1 PASSING STANDARDS

There shall be continuous assessment and evaluation of the students during each semester. There shall be total of 50- & 100-marks evaluation according to the subject /paper during each semester. Out of the total 100 marks, internal evaluation (CE) would be of 50 marks and external evaluation (end semester) would be of 50 marks. (50 : 50 pattern)

Internal 50 marks would comprise of: (any of the following)

- Written Test and/or Mid Term Test
- Seminar Presentation
- Assignments
- Research Project Work
- Open Book Test

f) Other Tasks

A student will have to score a minimum of 20 marks out of 50 marks in Internal Assessment as well as End Semester Examination **separately** AND a total of 40 marks out of 100 marks to pass in each subject.

Internal Exam will be of total 50 Marks: which will consist of Mid-Semester Examination Of 50 Marks which will be converted to 25 marks & Concurrent Evaluation of 25 marks & End semester (External Exam) would be conducted in each semester. Student who pass in all subjects will get Semester Grade Point Average (SGPA) at the end of each semester & student will get Cumulative Grade Point Average (CGPA) at the end of 4th semester of M.B.A. course.

A student shall be said to have completed the course if he / she earns a minimum of 40% marks in total (Concurrent Evaluation & End Semester Evaluation shall have the separate heads of passing)

9.2 MODE OF EXAMINATION

A) Offline (End- Semester) Examination Conduction

Students need to be present physically at the center for the offline examination which will consist of 50 marks. Student will get a time of 02.15 Hours to complete the written examination. (Special cases will get extra time)

Refer the end semester evaluation part (Point 9.3) for more details of the offline mode of examination. Results will be declared within 45 working days from last date of exam. Marksheet would be generated within 15 working days from date of declaration of result.

OR

B) Online Examination (EXCLUSIVE / SPECIAL CIRCUMSTANCES ONLY)

Students need to have their laptops / desktop with camera for the Online Proctored Examination process. Student should also ensure they have access to good internet connectivity. Online exams cannot be given through Tablets or Mobile Phone

Exam for each subject would be conducted as follows:

- a) 30 objective questions of 1 Mark each.
- b) 10 subjective question of 2 Mark each in either or pattern (Internal Choice)

The duration for online exam would be of 01 hour. The student would provide his ID card for verification to the online invigilator / proctor.

For subjects where the language is other than English or subjects which may need graphs as questions, the students need to upload the answer sheets in the exam system after each question. This can be done through a QR scan code where the student scans the answer sheet through the app and upload the same in exam portal for evaluation purpose.

Results will be declared within 45 working days from last date of exam. Marksheet would be generated within 15 working days from date of declaration of result.

9.3 CLASS / GRADE IMPROVEMENT

A candidate who has secured any grade other than **F (Fail)** (i.e., passed the MBA program) and whose **CGPA is less than 06.50** and he / she desires to avail the Grade Improvement option, may apply for Grade Improvement.

A maximum of 02 attempts will be allowed for Grade Improvement within the stipulated period of 04 years. (No provision for improvement of grades in practicals / internal examination/seminar or project work etc.)

A student will be allowed to reappear for maximum of four theory courses of the final year (semester III & IV)

No additional classes or counselling will be organized for these students. Examination of these students will be conducted along with the regular student's examination. There will not be any separate question paper arrangement for the student registered for grade improvement.

If the student fails to appear for the improvement examination after registration **OR** if there is no up gradation in the grade after availing the improvement chance, the grade obtained in the first appearance will be retained.

If the grade secured at the improvement examination is improved, it shall be considered as final grade. A new grade card will be issued to the student and will be marked as 'Grade Improvement Examination'

9.4 SCALING DOWN OF INTERNAL ASSESSMENT SCORES (IE's)

The marks obtained by the student for the Internal Examination components conducted by the constituent college (i.e., out of 50 marks), in Semester I to Semester IV (core subjects only), shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the End Semester University Examination by 30% for the respective course. (Scores of Online Examination (if conducted) will not be the part of the scaling down formula)

The marks obtained by the student in institute-level subjects **are not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project shall **not be subjected** to Scaling down.

9.5 RESULTS:

Results for concurrent evaluation will be declared time to time as the case may be by individual faculty member. Results of the end semester examination will be declared within 45 working days from last date of exam. Marksheet would be generated within 15 working days from date of declaration of result.

9.6 GRACE MARKS:

VC's Discretion

9.7 PASSING CRITERIA

Standard of Passing- A student will have to score a minimum of 20 marks out of 50 marks in Internal Evaluation as well as End Semester Examination **separately** AND a total of 40 marks out of 100 marks to pass in each subject.

A student who fails in University Examination (Theory) or passed in Internal Assessment of the same paper (subject) shall be given "F2" Grade (Failed in End Semester theory Examination) Such student will have to reappear for University Examination Only.

A student who fails in Internal Assessment and passed in university examination (Theory) shall be given "F1" Grade (Failed in Internal Assessment) Such students will have to re-appear for the Internal Assessment only.

9.8 A.T.K.T. RULES

A student is allowed to keep their term in all 4 semesters.

A student will not be awarded a degree unless he/she has passed all subjects of all the semester examinations.

9.9 ATTENDANCE

The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 20%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

The medium of instruction & evaluation shall be English.

9.10 MAXIMUM DURATION FOR COMPLETION OF THE COURSE

The candidates shall complete the MBA program within 04 years from the date of examination (2 Original + 2 Extra)

9.11 Massive Online Open Courses (MOOC)

Students can opt for MOOCs (massive online open courses) through SWAYAM, Edx, Coursera, Udemy as a part of skill development.

Not more than 24 credits shall be earned through MOOCs in total.

Not more than 6 credits per semester shall be earned through MOOCs.

Students shall apply to the Director / Dean / HOD / Co-Ordinator in advance and seek permission for opting for MOOCs.

Student shall be evaluated for MOOC by the host institution (The institution who has launched the MOOC) The host institution shall award the marks / grade to the student and the student is required to submit the same one week prior to the compilation of final marks by the institute.

9.12 PROFESSIONAL CERTIFICATIONS PROGRAMMES

Student can opt for Professional Certification Program as a part of Alternative Study Credit Courses. This program shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute. Student will have to complete 01 professional certification program per semester and submit the certificate to the designated competent academic authority of the institute and based on that evaluation students will get marks out of 50.

Indicative list is provided below:

- a) Business English Certificate (Cambridge) / IELTS / TOEFL Certification
- b) Foreign Language Certification Equivalent to A1/A2 or above
- c) Google / Microsoft / Oracle / Sun Certification
- d) NSE / BSE / NISM Certification \SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification

- e) Six Sigma Certification
- f) ISO Certification (as an auditor)
- g) Tally ERP Certification
- h) NLP Certification
- i) Others

10.0 START-UP: Launching and Sustaining Program

Under the 'Start-up: Launching and Sustaining' program of AICTE, following are the guidelines to promote entrepreneurial capabilities:

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Program as per the AICTE Policy laid down in this regard.

Such students shall have to fulfil two out of the five measurable outcomes as below:

- a) Funding: Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
- b) Employment Created: At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
- c) Revenues Generated: At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
- d) Surplus Generated: At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
- e) Patent Application or Granted: The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program. It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Program. Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.



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Preface

Welcome to the dynamic world of business education at MCES DR. P.A.Inamdar University's Allana Institute of Management Sciences. We are pleased to present the syllabus for the first year of our MBA program, meticulously designed and coordinated by Dr. Shagufta Sayyed and Dr. Nilofer Shaikh, both renowned experts in their respective fields. This program aims to equip students with the knowledge and skills necessary to thrive in the complex and ever-changing landscape of global business.

The MBA curriculum is structured to provide a comprehensive foundation in key areas of management, including accounting, organizational behavior, economics, research methods, marketing, and business law, among others. This holistic approach ensures that students gain a well-rounded education, preparing them for leadership roles in various industries.

Course Structure:

The courses are organized into different categories: Generic Core Courses (GCC), Specialization Core (SC), Specialization Elective (SE), Ability Enhancement & Value-Added Courses (AE & VAC), and Ability Enhancement & Skill Development Courses (AE & SDC). Each category plays a critical role in shaping the students' understanding and application of business concepts.

Teaching Approach:

The teaching scheme integrates lectures (L), tutorials (T), and practical sessions (P) to provide a balanced blend of theoretical knowledge and practical experience. The evaluation scheme includes Continuous Evaluation (CE), Mid-Semester Examination (MSE), and End- Semester Examination (ESE), ensuring a comprehensive assessment of students' learning outcomes.

Specialization and Elective Courses:

Students have the opportunity to specialize in specific areas such as marketing, finance, human resources, operations, supply chain management, and more. The program also offers open elective courses to allow students to tailor their education according to their interests and career aspirations.

As you embark on this educational journey, we encourage you to engage with the material, participate actively in discussions, and seek opportunities to apply your learning in real- world scenarios. This program is designed to challenge and inspire you, pushing the boundaries of your knowledge and capabilities.

We are confident that the MBA program will not only expand your academic horizons but also prepare you for a successful career in business. We wish you the best of luck and look forward to seeing your progress throughout the program.

Best wishes,

Allana Institute of Management Sciences Faculty and Staff



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PSO (Program Specific Outcomes)

Upon completion of the MBA program with a chosen specialization, students will achieve the following Program Specific Outcomes:

1. Marketing Management

- PSO 1: Students can develop and implement comprehensive marketing strategies that effectively address consumer needs and preferences.
- PSO 2: Students can analyze market trends and consumer data to inform strategic decisions and create targeted marketing campaigns.
- PSO 3: Students can apply innovative and ethical marketing practices across traditional and digital platforms.

2. Financial Management

- PSO 1: Students can apply advanced financial concepts and analytical tools to assess financial health and make strategic business decisions.
- PSO 2: Students can manage risks in complex financial environments and recommend appropriate risk mitigation strategies.
- PSO 3: Students can evaluate investment opportunities and manage corporate finance operations effectively.

3. Human Resource Management

- PSO 1: Students can develop and implement effective HR policies and practices that align with organizational goals.
- PSO 2: Students can manage talent acquisition, development, and retention to support organizational growth.
- PSO 3: Students can foster an inclusive organizational culture and manage employee relations effectively.

4. Operations & Supply Chain Management

- PSO 1: Students can optimize production and operations processes to improve efficiency and reduce costs.
- PSO 2: Students can manage supply chain networks, ensuring smooth logistics and inventory management.
- PSO 3: Students can apply analytical tools and data to solve complex operational challenges and improve business performance.

5. Entrepreneurship Management

- PSO 1: Students can identify viable market opportunities and develop innovative business plans to pursue them.
- PSO 2: Students can navigate the complexities of starting and managing a new venture successfully.
- PSO 3: Students can apply strategic thinking and adaptability in entrepreneurial settings to drive business growth.

6. Digital Marketing

- PSO 1: Students can design and execute data-driven digital marketing strategies across various online channels.
- PSO 2: Students can leverage emerging digital marketing technologies and trends to achieve business objectives.
- PSO 3: Students can measure and analyze digital marketing performance to optimize campaigns and improve ROI.

7. Retail Management

- PSO 1: Students can manage retail operations, including merchandising, inventory, and supply chain, to enhance customer experience.
- PSO 2: Students can design and implement effective retail marketing and sales strategies to drive growth.
- PSO 3: Students can leverage technology and data analysis to streamline retail processes and improve profitability.

8. Fintech Management

- PSO 1: Students can understand and apply financial technology solutions to improve financial services and operations.
- PSO 2: Students can manage digital transactions, online payment systems, and emerging fintech applications effectively.
- PSO 3: Students can assess and leverage fintech trends and innovations to enhance business strategies and decision-making.

9. Tourism & Hospitality Management

- PSO 1: Students can manage and oversee various aspects of hospitality services to ensure customer satisfaction and business success.
- PSO 2: Students can apply industry-specific strategies to optimize tourism and travel management operations.
- PSO 3: Students can use data-driven insights to enhance tourism and hospitality services and experiences.

10. Pharma Business Management

- PSO 1: Students can navigate the pharmaceutical industry effectively, understanding regulations, compliance, and ethical considerations.
- PSO 2: Students can apply knowledge of pharma marketing, sales, and distribution to manage business operations effectively.
- PSO 3: Students can utilize industry insights and trends to drive innovation and improve patient care and outcomes.

11. International Business Management

- PSO 1: Students can understand and apply international business theories and practices, considering the complexities of global markets and cross-cultural environments.
- PSO 2: Students can evaluate international market opportunities and design strategies for successful global business expansion.
- PSO3: Students can manage and lead multicultural teams, communication and collaboration across diverse business contexts.
- PSO 4: Students can analyze international trade and finance dynamics, incorporating global economic trends into business decisions.
- PSO 5: Students can navigate international regulatory and legal environments, ensuring compliance and risk management in global business operations.

12. Business Analytics (BA)

- PSO 1: Students can leverage data analytics tools and methodologies to gain insights and inform strategic business decisions.
- PSO 2: Students can design and implement data-driven solutions to address complex business challenges and opportunities.
- PSO 3: Students can use statistical and data visualization techniques to interpret and communicate business data effectively.
- PSO 4: Students can apply machine learning and artificial intelligence to enhance predictive and prescriptive analytics for business optimization.
- PSO 5: Students can integrate ethical considerations and data governance principles in business analytics practices.

These Program Specific Outcomes are designed to provide students with the expertise and practical skills necessary to excel in their chosen fields. By achieving these outcomes, students will be prepared for successful careers in various industries and business sectors.

Course Code	Course Name	Course type	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	ISE (25)	ESE (50)	TOTAL
MBA23101	Accounting for Managers	GCC	3	1	-	4	25	25	50	100
MBA23102	Organizational Behaviour	GCC	3	1	-	4	25	25	50	100
MBA23103	Economics for Business Decisions	GCC	3	1	-	4	25	25	50	100
MBA23104	Research Methods for Business Decisions	GCC	3	1	-	4	25	25	50	100
MBA23105	Fundamentals of Marketing	GCC	3	1	-	4	25	25	50	100
MBA23106	Essentials of Management	GCC	3	1	-	4	25	25	50	100
MBA23107	Business Law	AE/VAC	2	-	-	2	25	25	-	50
MBA23108	Advanced English Language & Communication Skills for Managers	AE & SDC	1	-	1	2	25	25	-	50
	TOTAL		21	6	1	28	200	200	300	700



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Course name- Accounting for Managers

Course Code - MBA23101	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO101.1	REMEMBERING	To remember the fundamental concepts in financial, cost, and management accounting in managerial decision making.
CO101.2	UNDERSTANDING	To understand the fundamental concepts in financial and cost accounting. ii. To understand the systematic procedure of recording business transactions. iii. To understand the corporate financial statements
CO101.3	APPLYING	To apply all the necessary calculations through the relevant numerical problems which helps in the preparation and presentation of information for management decision-making.
CO101.4	ANALYZING	To analyze the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	To evaluate financial statements and take informed business decisions and then evaluate the financial impact of the decision.
CO101.6	CREATING	To create Awareness of accounting and costing concepts to managerial decision making

Unit #	Content	Contact Hours (1HR=60 min)
1	<i>Basic Concepts</i> 1.1 Forms of Business Organization, 1.2 Meaning of Accounting, Basic Concepts and Terms Used In Accounting, Accounting conventions, Green Accounting. 1.3 Capital and Revenue Expenditure, Capital and Revenue Receipts. 1.4 Double Entry Book-Keeping System, Rules Of Journalizing, Ledger, Trial Balance, Preparation Of Trial Balance.	9
2	<i>Financial Statements</i> 2.1 Meaning Of Financial Statements 2.2 Importance And Objectives Of Financial Statements 2.3 Preparation Of Final Accounts Of Sole Proprietary Firm.	9
3	<i>Cost Accounting</i> 3.1 Basic Concepts Of Cost Accounting 3.2 Objectives Of Cost Accounting, 3.3 Classification And Analysis Of Costs, Relevant And Irrelevant Costs, Differential Costs, Sunk Costs 3.4 Preparation Of Cost Sheet.	9
4	<i>Short Term Business Techniques</i> 4.1 Marginal Costing 4.2 Make or Buy Decision, Accept or Reject, Special Order Decision, 4.3 Break Even Point, 4.4 Cost Volume Profit Analysis.	9
5	<i>Exercising Control</i> Budgetary Control And Standard Costing 5.1 Budgetary Control - Meaning Of Budget And Budgeting, Importance Of Budgeting 5.1.1 Functional Budget- Raw Material, Purchase And Procurement Budget 5.1.2 Cash Budget And Flexible Budget 5.2 Standard Costing - Meaning, Importance Advantages And Disadvantages 5.2.1 Cost Variance Analysis- Material Variance, Material Cost Variance, Material Mix Variance, Material Rate Variance, Material Uses Variance, Material Yield Variance, Labour Variance, Labour Cost Variance Labour Rate Variance Labour Efficiency Variance Labour Mix Variance, Labour Idle Time, Labour Yield Variance	9

Reference books-

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni

E-resources- <https://resource.cdn.icai.org/54985bosfndnov19-p1-cp1-u3.pdf>
(Accounting Terminology-Glossary)

Additional reading material

1. Kishore, R.M, (2019). Cost & Management Accounting, Taxmann
2. Rustogi, R.P, (2017), Fundamentals of Management Accounting, Taxmann
3. Management accounting, MY Khan, PK Jain
4. Financial Cost and Management Accounting, P.Periasamy
5. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
6. Accounting For Management, S. N. Maheshwari
7. Management Accounting, MadhuVij
8. Fundamentals of Management Accounting, H. V.Jhamb
9. Cost and Management Accounting, M. N. Arora
10. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
11. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
12. Accounting For Management, Jawarhar Lal
13. Accounting, Shukla Grewal
14. Management Accounting, Ravi Kishore
15. Accounting for Managers, Dearden and Bhattacharya



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Course name- Organizational Behaviour

Course Code - MBA23102	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO102.1	REMEMBERING	To remember the theories and models that help to study OB in a systematic way.
CO102.2	UNDERSTANDING	To understand himself/herself and others better and to predict organizational life by using scientific research.
CO102.3	APPLYING	To learn what he or she should do to motivate subordinates and to apply it in some meaningful way to make organizations more effective.
CO102.4	REMEMBERING	To remember the theories and models that help to study OB in a systematic way.
CO102.5	UNDERSTANDING	To understand himself/herself and others better and to predict organization life by using scientific research.
CO102.6	APPLYING	To learn what he or she should do to motivate subordinates and to apply it in some meaningful way to make organizations more effective.

Unit #	Content	Contact Hours (1HR=60 min)
1	<p>Organizational Behaviour: Concept, Significance & Definition. Scope, Importance and Limitations of OB, Evolution of OB. Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Relationship between OB and the individual. Perception: Concept, Significance & Definition. Factors influencing perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).</p> <p>Motivation & Motive: Concept, Significance & Definition. Theories of motivation: Maslow's Need Hierarchy & Herzberg's Two Factor model Theory, Victor Vroom's expectancy Theory & Porter Lawler model, Theory X and Theory Y, Alderfer's ERG theory, McClelland's learned need theory, Stacy Adams equity theory, Contemporary Theories.</p>	10
2	<p>Values: Concept, Significance & Definition.</p> <p>Attitude: Concept, Significance & Definition. Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. Johari Window, Transaction Analysis</p> <p>Personality: Concept, Significance & Definition. The Myers-Briggs Type Indicator and The Big Five personality model.</p>	10
3	<p>Leadership Group Dynamics and Team Development:</p> <p>Leadership: Concept, Significance & Definition. Managers V/s Leaders, Leadership traits and Leadership styles. Theories: Trait theory, Behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership</p> <p>Group Dynamics and Team Development: Group dynamics Concept, Significance & Definition. Types of groups, Nature of groups. Dynamics of informal groups, Dysfunctions of groups and teams.</p> <p>Understanding teams and teamwork: Types of teams, Team building, Effectiveness and Cohesiveness. Principle-centred approach to team development, The Five-Stage Model of Group Development Team Effectiveness & Team Building.</p> <p>Individual and Group Decision making: – Types of Decisions – Decision Making Conditions – Models of Decision Making – Decision Making Process – Barriers to Effective Decision Making – Decision Making Styles – Individual vs. Group Decision Making.</p>	10
4	<p>Organizational Conflict and Stress:</p> <p>Organizational Conflict: Concept, Significance & Definition. Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Resolution of conflict.</p> <p>Organizational Culture: Concept, Significance & Definition. Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.</p> <p>Organizational Change: Concept, Significance & Definition. Resistance to change; Theories of planned change; Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization.</p> <p>Stress Management: Concept, Significance & Definition. Work Stressors, Prevention and Management of stress – Balancing work and Life.</p>	10

5	<i>Emotional Intelligence</i> <i>Emotions and moods:</i> Concept, Significance & Definition. <i>Emotional Intelligence:</i> Concept, Significance & Definition. The Emotional Competence Framework, Benefits of Emotional Intelligence, the difference between EQ and IQ.	5
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Text books-

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organizational Behaviour, McGraw Hill, 11th Edition, 2001.
3. K. Ashwathappa, Organizational Behaviour, Himalaya Publishing House, 12th Revised Edition 2016.
4. Kreitner, R. & Kinicki, A. (2008). Organizational behaviour. 8th edn. New Delhi: Tata Mc Graw Hill.
5. Luthans, F. (2008). Organizational behaviour. 11th ed. Boston: Mc-Graw Hill International Edition.

Reference Books:

1. Schermerhorn, Hunt and Osborn, Organizational behaviour, John Wiley, 9th Edition, 2008.
2. Udai Pareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organizational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organizational Behaviour, Cengage Learning, 11th Edition 2007.
5. Ivancevich, Konopaske & Maheson, Organizational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.



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Course name- Economics for Business Decisions

Course Code - MBA23103	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO103.1	REMEMBERING	Define the key terms related to Micro and Macro-economic theories
CO103.2	UNDERSTANDING	Explain and interpret the key terms related to managerial Economics
CO103.3	APPLYING	Apply the various facets of micro-economics and macro-economic variables in order to solve the problems faced by a consumer, firm, industry, market, competition and business cycles and overall economy
CO103.4	ANALYZING	Analyze the various issues faced by firms, industry and the economy, its causes and can make inferences.
CO 103.5	EVALUATING	Evaluate different business issues, reasons, alternative solutions based on micro and macroeconomic principles
CO 103.6	CREATING	Design and develop critical thinking by combining different economic tools in order to propose alternative business solutions

Unit#	Content	Contact Hours (1HR=60min))
1	<i>Introduction to Managerial Economics</i> Meaning, nature, Scope and Significance of Managerial Economics. Micro and Macro Economics; Firm and its objectives, Role of Economics in Managerial Decisions Making; Firm and its objectives, Role of Economics in Managerial Decisions Making; Concept of Economics of Information, Green Businesses	8
2	<i>Demand and Supply Analysis</i> Utility, Demand, Determinants, Law of Demand, Elasticity, Supply and its determinants, Law of Supply, Production analysis, Production Function, Economies and Diseconomies of Scale, Break Even Analysis. *Numerical on Elasticity	7
3	<i>Cost, Revenue & Market Structure</i> Costs Meaning, Types: Short Run and Long Run, Explicit and Implicit Costs, Revenue (Average and Marginal, Total Revenue). Market: Meaning, Market forms, Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly. Equilibrium of Price and Output Determination	9
4	<i>Introduction to Macroeconomics</i> Nature, Scope and Importance of Macroeconomics, Macroeconomic aggregates such as GDP, GNP, NNP. National Income derivation, Methods of measuring national income, Different phases of Business Cycles, Inflation and its types. Focus on current GDP, Inflation Numbers	7
5	<i>Monetary Policy and Fiscal Policy</i> Role of RBI in formulating monetary policy, Instruments of Monetary policy, Fiscal Policy and Its tools, Union Budget and its components. Contemporary issues related to taxation and monetary policy.	7
6	<i>Foreign Exchange Rate determination and Balance of Payment</i> Exchange Rates Determination, Types of Exchange Rate systems. Fixed, Flexible, Managed floating exchange rates, Purchasing Power Parity, Balance of Payment and its Components, BOP and BOT. Focus on India's Current BOP position	7

Textbooks-

1. Managerial Economics by Mithani
2. Managerial Economics by H. L. Ahuja

Reference books

1. Managerial Economics by Maheshwari
2. Managerial Economics by Samuelson and Nordhaus
3. Managerial Economics by Dornbusch & Fisher

E-resources- www.rbi.doc.in **Additional reading material-** The Economic Times/Financial Express



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Course name- Research Methods for Business Decisions

Course Code - MBA23104	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO104.1	REMEMBERING	UNDERSTAND the concepts / fundamentals of business research
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems
CO104.4	ANALYZING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective
CO104.5	EVALUATING	Creating the suitability of alternative research designs, sampling problems designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective
CO104.6	FORMULATE	Judge alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Unit #	Content	Contact Hours (1 hr =60min)
1	<p>Introduction to Business Research: Foundations of research methodology, Research definition, Objectives & motivations for research, Characteristics of scientific research method, Typical Research applications in business and management. Types of Research, Introduction to Qualitative Research, Introduction to Quantitative Research, Steps in Business Research Process, Ethics in Research</p>	9
2	<p>Research Proposal and Research Design: Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.</p> <p>Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.</p> <p>Types of Research Design: Exploratory, Descriptive and Causal Research</p>	8
3	<p>Scales & Measurement: Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application</p>	9
4	<p>Sampling: Basic Concepts: Population, Sampling Frame, Sample, Bias, statistic, parameter, Sampling Distribution, Sampling & non-sampling errors, Probability Sampling: Simple Random Sampling, Stratified Random Sampling, Systematic Random Sampling, Cluster Random Sampling, Multi-stage Sampling, Non-Probability Sampling: Convenience Sampling, Judgment Sampling, Quota Sampling, Snowball Sampling</p>	9
5	<p>Data Analysis & Report Writing: Primary and Secondary data, Data Analysis: Editing, Coding, Tabular representation of data. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram</p> <p>Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. One sample test: z test, t test and Chi square test. Two sample test: z test, t test and Chi square test. Analysis of Variance (ANOVA)</p> <p>Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression Research Reports: Structure of Research report, Report writing and Presentation co-efficient, Applications in business scenarios.</p>	10

Reference books-

1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill
2. Kothari, C. R., Research Methodology – Methods and Techniques, Wsihwa Prakashan 3. Business Research Methods; S.N. Murthy & U. Bhojanna; Excel Books, New Delhi 4. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press 5. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
6. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Reference books

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Naresh Malhotra., “Marketing research: An applied orientation”, Seventh edition, Pearson 3. Statistics for Management, Richard I. Levin, David S. Rubin, Prentice Hall India Pvt. Ltd., New Delhi 4. Business Research Methods – Naval Bajpai – Pearson
5. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning
6. SPSS for Windows Step by Step – George & Mallery – Pearson



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Fundamentals of Marketing

Course Code - MBA23105	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme

Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 105.1	REMEMBERING	To remember and recall the basic concepts of marketing
CO 105.2	UNDERSTANDING	To Illustrate and explain the terms and concepts learned.
CO 105.3	APPLYING	To apply these concepts, theories to solve real world marketing problems.
CO 105.4	ANALYZING	To analyze the marketing concepts and real time marketing scenarios.
CO105.5	EVALUATING	To evaluate the statements, marketing scenarios
CO105.6	CREATING	To create the solutions to the marketing problems

Unit	Content	Contact Hours (1 hr =60min)
1	<i>Introduction to Marketing-</i> Definition & meaning of Marketing, functions of marketing. Evolution of the marketing philosophies - Basic principles of the production, product, selling, marketing, and holistic marketing concepts, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty. Components of the marketing mix for products and services. Marketing challenges of the 21st century and firms' responses to the challenges. Concept of green marketing, relationship marketing & e- marketing.	10
2	<i>Understanding Marketing Environment-</i> Meaning and scope of marketing environment; Micro & Macro Environmental factors (in Indian context); Portfolio approach – Boston Consulting Group (BCG) matrix.	9
3	<i>Consumer Behavior-</i> Meaning, importance, factors affecting consumer behavior. Difference between consumer and customer. Five Steps Consumer Buyer Decision Process. Buying roles. Organizational buyer behavior – Buying process and influencing factors. Comparison between Organizational Buying Behavior and Consumer Buying Behavior	9
4	<i>Segmentation, Targeting and Positioning-</i> Concept, process, requirements, and levels of market segmentation. Bases for segmenting consumer and organizational markets. Market Potential & Market Share. Target Market Concept of Target Markets and Criteria for Selection. Positioning-Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition. Difference between Segmentation, Targeting and Positioning.	9
5	<i>Marketing Mix-</i> Origin, <i>Meaning</i> , Definition, importance of Marketing Mix, 7P's – Product, Price, Place, Promotion, People, Process, Physical Evidence. Introduction to Branding.	8

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Reference books-

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Reference books- 1. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
2. Marketing Management, Ramaswamy & Namakumari, Macmillan.

3. Marketing Whitebook Kotler, P., & Armstrong, G. (2010). Principles of marketing. Pearson



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DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Essentials of Management

Course Code - MBA23106	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO106.1	REMEMBERING	To provide an understanding of basic management concepts, principles, and practices.
CO106.2	UNDERSTANDING	To develop strategic planning and decision-making strategies in an organization.
CO106.3	APPLYING	To summarize the concept and complete the process of organizing.
CO106.4	ANALYZING	To develop an understanding of staffing, leadership, and motivation in an organization.
CO106.5	EVALUATING	To predict the dynamics of controlling and its emerging issues in management.

Unit#	Content	Contact Hours (1 hr = 60 min)
1	<p>1.1 Core Concepts: Definition of Management, Contributions of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahlad - Hawthorne Experiment Its effect on the approach and thinking of managers and their behavior, Effects of Covid-19 on the workplace and the steps thought over the pandemic and operational aspects</p> <p>1.2 Approaches to Management: Scientific Approach, Systems Approach and Contingency Approach, Hybrid Style of place of work, Pros and cons of the approach adapted by many multinationals, hurdles faced and issues getting addressed. 1.3 Core Managerial Competencies: Communication, team-work, Flexibility adaptability, Multi-tasking, Forecasting, planning and administrative, strategic and global competencies; Unbiased approach (Gender, caste, religion, race and nationality etc.)</p>	9
2	<p>2.1 Organization: Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command delegation, span of management, Organization Structure - bases for departmentation. 2.2 Organizational Culture: Work Ethics, Biased/Unbiased, Cultural Diversity, Multi-Ethnic Workforce, Identity crisis, Organizing Knowledge resource, Mentorship pros and cons</p>	9
3	<p>3.1 Planning: Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises, Facing of contingencies, Emergencies and Corrective steps</p> <p>3.2 Decision Making: Risk and Uncertainty, Alternatives Predictions, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity, Online and off-line mode, Problems faced by Production and Operations workforce</p>	9
4	<p>4.1 Controlling: Process, Standards and Benchmarking, Identifying challenges and Opportunities, Hurdles and possible solutions - Coordination-Principles of Coordination-Interdependence. QMS, Zero Defects, Problems of Synthesizing and matching expectations</p>	9

5	5.1 Challenges in Management: Change Management -Timing of Change-Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT, Post Covid-19 Corrections	9
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Reference books-

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.
4. Durai, P. (2015). Principles of Management, Text and Cases. New Delhi: Pearson Education.

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Luthans, F. (2010). Organizational Behaviour. New York: McGraw-Hill.



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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Business Law

Course Code - MBA23107	Course Type- Generic Core (GC) Ability Enhancement & Value- Added Courses AE&VAC
LTP-1:1:0 Total Credits: 2	Total number of Hours- 30

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO107.1	REMEMBERING	Elements of business law – type of business entities, conduct of business through business contracts –taxation – dispute resolution. - Distinctive features of Company/LLP/Partnership firms
CO107.2	UNDERSTANDING	Understanding basic concepts of Contract Law, Essential elements of a contract, Void/Voidable Contracts, Types of Properties – Movable, Immovable, Intellectual - Different type of contracts – Agreement to Sell, Hypothecation, Pledge, Guarantee, Indemnity, Bailment.
CO107.3	APPLYING	Application of different laws to business activities – Sale of Goods Act (SOGA), Transfer of Property Act (TOPA), Real Estate Regulation and Development Act (RERA), Intellectual Property Laws (IP Law) Information Technology Act (IT Act),
CO107.4	ANALYZING	Banking Regulation Act of India and its effect on business activities. Basic Concepts of Negotiable Instruments. Basics of Direct and Indirect Tax
CO107.5	EVALUATING	Dispute Resolution of Business Conflicts - Civil and Criminal Courts and Procedures - Alternative Dispute Resolution – Arbitration and Mediation - Consumer Protection Laws Insolvency and Bankruptcy Act, 2019
CO107.6	CREATING	Business Environment and its Functions Strategic- Planning, Budgetary Control, R&D, Location of a Business, Factors affecting Location, Decision Making and Government Policy; Supply Chain-Objectives, Importance, Limitations, Steps, Finance- Nature, Scope, Significance of Financial Management, Sources of Funds, Investment of Funds, Accounting, Administration.

Unit #	Content	Contact Hours (1 hr =60min)
1	<u>Unit-1:</u> Legal Framework and Elements of Business Laws. Types of Business Entities and their Distinctive Features– Company / LLP / Partnership Firm	6
2	<u>Unit-2:</u> Basic Concepts of Contract Law and Essential Elements of Contracts and Types of Contracts. Application of different Laws in different Businesses – Learning Basics and application of Sale of Goods Act (SOGA), Transfer of Property Act (TOPA), Real Estate Regulation and Development Act(RERA), Intellectual Property Laws (IP Law), Information Technology Act (IT Act)	6
3	<u>Unit-3:</u> Banking System in India, Role of RBI and Banking Regulation Act and Law relating to NBFC's. Learning the principles of negotiable instruments such as Cheques, Promissory Notes, Demand Drafts and enforcement of such instruments.	6
4	<u>Unit-4:</u> Business Conflicts and their Dispute Resolution Mechanism Judicial and Quasi-judicial System of India qua business laws – Civil Courts and Arbitration/Mediation Consumer Protection Act and the Insolvency and Bankruptcy Code	6
5	<u>Unit-5:</u> Internal and External Business Environments, Strategic Planning, Sources of Funds, Scale of Business Case Laws and Case Studies	6

Reference books-

Text Contract Law – Avtar Singh, Taxman's Company Law

Reference books

Mulla and Mulla's Key to Indian Practice, Snow White Publications RERA, Bare Acts for TOPA and Intellectual Property and Arbitration and Conciliation

E-resources- ICSI Module of Business Laws and Tax Laws



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Advanced English Language & Communication Skills for Managers

Course Code - MBA23108	Course Type- Generic Core (GC) Ability Enhancement & Value-Added Courses AE&VAC
LTP-1:1:0 Total Credits: 2	Total number of Hours- 30

Marking scheme	
Concurrent Evaluation-1 & 2	100 marks
End Sem Evaluation	—
Total Marks:	100 marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 108.1	REMEMBERING	To remember all facets of communication, for effective performance.
CO108.2	UNDERSTANDING	To understand the principles of verbal and non-verbal business communication to solve managerial problems
CO 108.3	APPLYING	To apply the principles of business communication in all situations.
CO 108.4	ANALYZING	To analyze the effective business communication skills to perform better in a business Environment.
CO 108.5	EVALUATING	To evaluate the essential communication skills required for managerial functions
CO 108.6	CREATING	To create the right perspective required for effective Business Communication

Unit #	Content	Contact Hours (1 hr =60min)
1	<p><i>Unit-1 Introduction to the business environment: Business Communication</i></p> <p>1.1 Importance of communication and challenges in organizational communication, Communication Process. 1.2 Understanding effective Business Communication, 7 Cs of Communication. 1.3 Meta - Communication. 1.4 Myths and realities of communication. 1.5 Ethics in Business Communication</p>	8
2	<p><i>Unit-2 Non-Verbal Communication and Verbal Communication:</i></p> <p>2.1 Types and Forms of non-verbal and Verbal communication. 2.2 Importance of Non-verbal Communication Techniques in the Corporate environment. 2.3 Oral Business Communications. 2.4 Communicating with Co workers. 2.5 Listening Skills</p>	6
3	<p><i>Unit-3 Writing Business Documents & Business Correspondence:</i></p> <p>3.1 Professional Writing - The Basics -Written Business Communication Basics 3.2 Professional Writing - Applications - Business Letters -Resume, Cover Letters, Sales Letters, Applications, Quotation, Purchase Order, Follow-up Letter, Complaint, Case Studies,Memo, Circulars, Notices, Email Writing, Reports and Summaries, Informative and Persuasive Communication 3.3 Effective Business Correspondence 3.4 Writing Minutes of the Meetings 3.5 Report Writing, Formats, Presentation of Business Report</p>	6
4	<p><i>Unit-4 English Proficiency</i></p> <p>4.1 Basics of Grammar 4.2 Advanced Vocabulary and Pronunciation 4.3 Reading skills 4.4 Public Speaking Skills 4.5 Conversation</p>	6
5	<p><i>Unit-5 Professional Effectiveness</i></p> <p>5.1 Assertiveness Training 5.1.1 Difference between Assertiveness and Aggression 5.1.2 Defining & Describing Self Personality 5.1.3 The Art of Saying No 5.3 Communication skills for Story Telling, Group Discussions and Personal Interviews.</p>	4

Textbooks-Supplementary Reading:

1. Business: Correspondence and Report Writing - Sharma R.C., Mohan Krishna, Tata McGraw Hill, 3 rd Edition
2. Business Communication Today - Bovee, Thill, Schatzman, Pearson Education
3. Business Communication- Meenakshi Raman& Prakash Singh, Oxford Higher Education
4. Business Communication - P.D. Chaturvedi, Pearson Education, 3rd Edition
5. Business Communication - P.D. Chaturvedi, Pearson Education, 3rd Edition

Reference books- Reference Books:

1. Hory Sankar Mukerjee (2016). Business Communication: Connecting at Work (with CD), Oxford Higher Education.
2. Joep Cornelissen, 4th Edition. Corporate Communications: Theory and Practice by Joep Cornelissen, SAGE Publication.

E-resources- Web Resources:

1. www.businesscommunication.org
2. www.g-wlearning.com
3. www.wps.prenhall.com

Syllabus Structure for Generic Core (GC)

Courses

MBA-I, SEM-II



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2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Marketing Management

Course Code- MBA23201	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation-1 & 2	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

Course Objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO201.1	REMEMBERING	For a given marketing objective of a company the student manager will be able to develop a suitable marketing mix.
CO201.2	UNDERSTANDING	For various stages in the life cycle of the product, student managers will be able to recommend a suitable pricing strategy.
CO201.3	APPLYING	At the end of the course the student manager shall be able to Identify & Establish Brand Positioning for a given product
CO201.4	ANALYZING	For a given company the student managers will be able to analyze and evaluate different distribution channel options and their suitability for the company's product.
CO201.5	EVALUATING	At the end of the course the student manager shall be able to evaluate the new trends, Social, ethical and legal aspects of marketing.
CO201.6	CREATING	For a given company the student manager shall be able to create marketing strategy on the basis of product, price, channel of distribution.

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Unit-1 Product Decisions:</i> Concept of a product; Goods & Services Continuum, Classification of products-convenience, shopping, speciality, unsought goods; Product Mix-New Product Development process – Packaging – Labeling - Product Life Cycle (PLC) & its strategic implications. Branding- Concept, Definition - Product Vs Brand, and Concept of Brand equity	10
2	<i>Unit-2 Pricing Decisions:</i> Pricing Objectives, Factors affecting price decisions, Pricing Methods, and Price adjustment Strategies. Price Change: Initiating & responding to price changes	9
3	<i>Unit-3 Channel Decision:</i> Role of Intermediaries, Types of Channel flows, Channel alternatives/ strategies, Types & functions of Intermediaries, Channel cooperation, channel conflict and competition.	9
4.	<i>Unit-4 Promotion Decision:</i> Elements of Promotion mix: Advertising - Objectives, Developing the Advertising Campaign, - Advertisement effectiveness. Personal selling- Nature and Process Sales promotion- Objectives & tools Publicity- Meaning & nature. Public Relations - Events and Experiences Factors Guiding the Selection of Promotion Mix.	10
5.	<i>Unit-5 Emerging Trends & Issues in Marketing:</i> Social, ethical, and legal aspects of marketing; Rural Marketing, CRM, Consumerism, Social media marketing.	7

Text Books-

- Principles of Marketing, 13th Edition, Philip Kotler

Reference books-

- Saxena Rajan, "Marketing Management", Tata McGraw Hill, New Delhi , Latest Edition.3
- Introduction to Marketing, Adrian Palmer, 3rd Edition, Oxford Publishing, ISBN: 9780199602131
- Marketing Management, Philip Kotler and Keven Lane Keller, 15th Edition, Pearson Education, ISBN-13: 978-9332587403
- Marketing Management – Indian Context with Global Perspective, V S Ramaswamy & S Namakumari, 5th Edition, Mc Graw Hill India, ISBN-13: 978-1259026416



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2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Financial Management

Course Code - MBA23202	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 202.1	REMEMBERING	To remember the role and importance of the finance function. To remember basic concepts related to Financial Management, various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO 202.2	UNDERSTANDING	To understand concepts and principles used in financial management To understand the financial management tools and techniques used for managerial decision making. To understand in detail all the theoretical concepts.
CO 202.3	APPLYING	To Apply financial theory in decision making. To Apply financial management tools to business context. To perform all the required calculations through relevant numerical problems. To Apply financial management tools and techniques in decision making.
CO 202.4	ANALYZING	To analyse the relevant scenarios in the corporate world to the financial management concepts.

CO 202.5	EVALUATING	To evaluate the impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
CO 202.6	CREATING	To demonstrate awareness of the financial information while making managerial decisions. To create and formulate effective solutions to the managerial problems in the finance domain.

Unit #	Content	Contact Hours (1 hr=60 min)
1	<i>Unit-1 Business Finance</i> 1.1 Introduction To Business Finance Meaning And Definition Of Financial Management [Profit Maximization And Wealth Maximization] 1.2 Modern Approach To Financial Management [Investment Decision, Financing Decisions, Dividend Policy Decision] 1.3 Relationship Of Finance To Economics And Accounting	10
2	<i>Unit-2 Techniques Of Financial Statement Analysis</i> 2.1 Meaning ,Objectives and Limitations Of Ratio Analysis 2.2 Types of Ratios - Liquidity Ratio, Capital Structure Ratio, Profitability Ratio and Efficiency Ratio 2.3 Analysis of Common Size Statements. Fund Flow and Cash Flow Statements	9
3	<i>Unit-3 Working Capital Management</i> 3.1 Meaning Of Working Capital- Constituents Of Current Assets And Current Liabilities 3.2 Operating Cycle 3.3 Factors Affecting Working Capital 3.4 Estimation Of Working Capital [Total Cost Method And Cash Cost Method]	9
4	<i>Unit-4 Capital Structure</i> 4.1 Meaning And Factors Affecting Capital Structure [Concept And Measurement Of Cost Of Capital] 4.2 Measurement Of Specific Cost And Weighted Average Cost Of Capital [WACC] 4.3 Trading On Equity And Concept Of Leverages	7
5	<i>Unit-5 - Capital Budgeting</i> 5.1 Meaning, Definition Of Capital Budgeting, Importance Of Capital Budgeting 5.2 Time Value Money 5.3 Evaluation Techniques Traditional And Modern Approach- ARR, Payback Period, Discounted Payback Period, NPV, PI And IRR	10

Text Books

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

Reference books

1. Rustogi R.P; Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd., 5 th Edition 2016.
2. Kishore Ravi, M: Financial Management; Taxman, 8 th Edition, 2016.
3. Financial Management: Text Problems and Cases- MY Khan and PK Jain, McGraw Hill Education

E-resources

1. <https://onlinelibrary.wiley.com/journal/1755053x> Financial Management
2. <https://www.fm-magazine.com>

Additional reading material

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)



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2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Human Resource Management

Course Code - MBA23203	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 marks
End Sem Evaluation	50 marks
Total Marks:	100 marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 203.1	REMEMBERING	DESCRIBE the basics of H.R. Functions, and also ENUMERATING trends and practices.
CO 203.2	UNDERSTANDING	ILLUSTRATE how to acquire HR through various methods.
CO 203.3	APPLYING	DEMONSTRATE the uses of different Performance Appraisal and Training methods.
CO 203.4	ANALYZING	OUTLINE the different strategies regarding compensation and retention.
CO 203.5	EVALUATING	INTERPRETE the job descriptions and job specifications for different junior roles in organizations worldwide.
CO 203.6	CREATING	DESIGN salary structure for different positions in organization.

Unit #	Content	Contact Hours (1 hr=60min)
1	<i>Human Resource Management: -</i> Introduction, Importance, Objectives, Scope, Features, Role of HRM, Policies, Practices, Functions and Challenges of HRM.	8
2	<i>HRP, Recruitment & Selection: -</i> Definition, Objective, Need and Importance and Process of Human Resource Planning. Job Analysis Process – Job Description & Job Specification, Factors affecting Job design. Recruitment & Selection - Introduction & Sources of Recruitment, Recruitment V/s Selection, Selection Process, Different Selection Tools. Career planning and Succession Planning Process, Importance of Employee Retention - Transfer and Promotion, different strategies of retention.	10
3	<i>Performance Appraisal & Performance Management System: –</i> Definition, Objective, Importance, Appraisal Process and Methods. Reasons for measuring performance. Difference between Performance Appraisal Vs Performance Management System	9
4	<i>Training and Development: –</i> Definition, Scope, Concept of Training and development, importance and objectives of Training, Training Need Assessment, Different types of training, Training and Development. Benefits of training, Training Evaluation and Assessment - Kirkpatrick model. E- Learning, Cross Functional Training	9
5	<i>Compensation Management and Employee Separation: -</i> Components, Need, Importance, Process, Types of Compensation Management, Concept of Wage and Salary, Components of salary. Financial & Non-Financial Incentives, New Trends in Compensation Management. Employees Separation - Retirement, Voluntary Separation, Involuntary Separation, Layoff.	9

Textbooks-

1. Human Resource Management, Arun Monppa, Tata McGraw Hill Publishing Company
2. Human Resource Management, Mirza & Zaiyaddin
3. Human Resource Management, C.B.Mamoria, Himalaya Publishing House
4. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
5. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay.

Reference books-

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguin, PHI.



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2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Operations & Supply Chain Management

Course Code - MBA23204	Course Type- Generic Core (GC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO 204.1	REMEMBERING	Define basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO 204.2	UNDERSTANDING	Explain the process characteristics and their linkages with process-product matrix in a real-world context
CO 204.3	APPLYING	Describe the various dimensions of production planning and control and their inter-linkages with forecasting
CO 204.4	ANALYZING	Calculate inventory levels and order quantities and MAKE USE OF various inventory classification methods
CO 204.5	EVALUATING	Outline a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.

CO 204.6	CREATING	Elaborate upon different SCM issues in manufacturing and services organizations where the decision-making element is emphasized
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Unit #	Content	Contact Hours (1 hr=60min)
1	<i>Operations Management:</i> Definition, Concept, Significance and Functions of Operations Management, Evolution from manufacturing to operations management, Physical Goods and Services Perspectives Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions An Overview Production System: Issues & Environment, Basics terms, Concepts related to supply chain management. Production Issues & Environment Total Quality Management, Quality, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions	10
2	<i>Operation Process:</i> Process characteristics and their linkages with process-product matrix in a real-world context. Types of production, Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout.	10
3	<i>Production planning and control (PPC):</i> Forecasting: Need for and importance of forecasting. Qualitative and quantitative forecasting. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops.	10
4	<i>Inventory Management & Control:</i> Basics of EOQ and their Types, Types of inventory model, Inventory control, ABC Analysis -VED, HML, FSN, GOLF, SOS. Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point (Numerical expected on EOQ with & without discount, ABC Analysis)	10
5	<i>Logistics and SCM:</i> An overview of Logistics and SCM – supply chain & its objectives, Drivers of Supply Chain Performance, Logistics system & its components, Logistics functions, Role of logistics in supply chain, 3PL & 4PL Emerging trends in Logistics & supply chain Management	5

Text Books:

1. Operations Management Theory & Practice, B.Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi..
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson education

Reference Books: 1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management , J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson E-resources

Suggested Swayam Course: NPTEL course on Operations management

Additional reading material

The Goal: A Process of Ongoing Improvement (Paperback) ...

‘Operations Management’ (Hardcover) ...

The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer

(Hardcover) ... Toyota Production System: Beyond large-scale production (Hardcover) ...

Suggested Swayam Course: NPTEL course on Operations management



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Specialization Elective-I (Desk Research Project & Viva-Voce)

Semester-II	Course Code: MBA23205
Total Credits: 2	Course Type – Specialization Elective-I
LTP: 0:0:2	Total number of hours: 30

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	25 Marks
End Sem Evaluation	25 Marks
Total Marks:	50 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 205.1	REMEMBERING	Recall and recognize key research methods, tools, and concepts required for conducting a desk research project.
CO 205.2	UNDERSTANDING	Demonstrate comprehension of various research approaches and methodologies, as well as their applications and limitations.
CO 205.3	APPLYING	Utilize appropriate research methods and tools to collect, analyze, and interpret data for the desk research project.
CO 205.4	ANALYZING	Break down research data and information, identify trends and patterns, and critically evaluate the findings.

CO 205.5	EVALUATING	Critically assess the quality and reliability of sources and research findings, forming well-reasoned conclusions and recommendations.
CO 205.6	CREATING	Synthesize research findings into a coherent report, presenting innovative insights and solutions, and effectively communicate the research through a viva-voce presentation.

Unit #	Content	Contact Hours (1 hr=60min)
1	<i>Unit 1: Introduction to Desk Research</i> Overview of desk research and its importance in business decision-making. Identifying research objectives and formulating research questions. Sources of data and information for desk research.	8
2	<i>Unit 2: Research Methodologies</i> Qualitative and quantitative research approaches. Methods of data collection and analysis. Evaluating the reliability and validity of data sources.	4
3	<i>Unit 3: Data Analysis and Interpretation</i> Techniques for data analysis (e.g., statistical analysis, content analysis). Identifying trends, patterns, and insights from data. Tools for data visualization and interpretation.	4
4	<i>Unit 4: Report Writing and Presentation</i> Structuring and organizing a research report. Best practices for writing a clear, concise, and persuasive report. Effective presentation skills for viva-voce.	4
5	<i>Unit 5: Project Execution and Viva-Voce</i> Executing a desk research project from start to finish. Conducting a viva-voce presentation, articulating research findings and recommendations. Engaging in critical discussion and defense of research work.	5

Textbooks

1. Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th ed.). New Age International.
2. Kumar, R. (2014). Research methodology: A step-by-step guide for beginners (4th ed.). SAGE Publications.
3. Bhattacharjee, A. (2012). Social research methods. CreateSpace Independent publishing Platform.
4. Kumar, R. (2018). Essentials of research methodology for social sciences (4th ed.). SAGE Publications.
5. Nargundkar, R. (2013). Marketing research: Text and cases (3rd ed.). Tata McGraw-Hill.



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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Digital Entrepreneurship

Course Code - MBA23206EM	Course Type- Specialization Core(SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO 206.1	REMEMBERING	To RECALL and REPRODUCE the various concepts, Principles, frameworks, and terms related to Digital Entrepreneurship.
CO 206.2	UNDERSTANDING	To DEMONSTRATE the relevance of creativity and innovation. To ILLUSTRATE the role digital entrepreneurship plays in Developing business.
CO 206.3	APPLYING	To APPLY the idea for developing business plan and conduct feasibility study
CO 206.4	ANALYZING	To ANALYSE and Articulate the nature of digital value creation and R&D.
CO 206.5	EVALUATING	To EXAMINE the strategies for maintaining team relationships that facilitate flexibility, collaboration and quick decision

		making
CO 206.6	CREATING	To DEVELOP the entrepreneurial talent in the successful, commercial application of innovations and explore entrepreneurial leadership and Management style

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Unit 1 : Introduction</i> Entrepreneurship, Entrepreneurship in the twenty first century, Innovation and entrepreneurship, developing creativity, business idea and evaluation, developing the business plan and launching the business, financing the business, growing the business, Exit, Failure and success The Digital landscape for Digital Startups, Accelerators and Incubators in the 21st century.	9
2	<i>Unit 2 : Creativity and Entrepreneurial Plan,</i> The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis, Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control segmentation. Creative Problem Solving, Heuristics, Brainstorming, Synectics, Value Analysis, Innovation. Project Feasibility and Project Appraisal.	10
3	<i>Unit 3 : Digital Entrepreneurship,</i> Meaning, Definition of Digital Entrepreneurship and Digital Entrepreneurs. New Oporto Module Opportunities and Challenges. Reasons for entrepreneurs to turn into Digital Entrepreneurs. Entrepreneurship and Digital entrepreneurship – Difference and pillars of Digital Entrepreneurship. Reducing Barriers to Entrepreneurship in the digital era and the New entrepreneurial challenges in the digital era.	10
4	<i>Unit 4: Digital Business Design and Value Proposition,</i> Definition of Digital Business Design, types of Digital Business and the importance of Digital Business Design for Digital Entrepreneurs.	8
5	<i>Unit 5: Preparing for the Digital Revolution.:</i> Value Proposition, Describing the purpose of Digital Business and Competitive advantage versus alternatives. The ABC"s of Digital Business Design (The Acquisition, Behavior Conversion Process)	8

Textbooks:

1. Entrepreneurship –Successfully launching new ventures –third edition – Bruce R. Bar ringer, R. Duane Ireland – Pearson
2. Entrepreneurship and Small Business, Start –Up, Growth and Maturity, , Third Edition, Paul Burns – Palgrave Macmillan
3. Product Management– Donald R.Lehaman, Russel.s. Winer, Tata McGrawhill edition 4. David holt Entrepreneurship, New Venture Creation , Prentice Hall India
5. Peter F. Drucker, Innovation and Entrepreneurship
6. S.S. Khanka, Entrepreneurial Development S.Chand and Company Ltd. New Delhi

Reference Books:

1. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radical Changes
2. Technology Entrepreneurship: Taking Innovation to the Marketplace by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter,
3. Create Radically Successful Businesses. Random House Digital, Inc.
4. Osterwalder, A & Pigneur, Y. (2010) Business Model Generation: A Handbook for Visionaries,
5. Effectuation: Elements of Entrepreneurial Expertise, Saras D Sarasvathy, Edward Elgar Publishing Ltd (1 March 2009)



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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Innovation Management in Entrepreneurship

Course Code - MBA23207EM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO 207.1	REMEMBERING	To define key terms such as innovation, invention, and creativity and to recall the different types and theories of innovation.
CO 207.2	UNDERSTANDING	To describe the role types and models of innovation in the Indian context.
CO 207.3	APPLYING	To apply innovation concepts to various scenarios and to utilise prototyping and incubation methods to test and refine new concepts.
CO 207.4	ANALYZING	To analyse the different theories of innovation and to analyse the impact of different prototypes and business incubators on innovation

CO 207.5	EVALUATING	To critique the challenges and barriers to innovation management and to evaluate the role of intellectual property rights in fostering innovation and protecting creative work.
CO 207.6	CREATING	To propose new methodologies for addressing evolving regulatory challenges in the global pharmaceutical landscape.

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Basics of Innovation:</i> Concept of Innovation. Invention and Creativity - Role and relationship with innovation, Characteristics of innovation in different sectors, Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment- local, regional and national context.	9
2	<i>Economics and Management of Innovation:</i> Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantages, The value chain, Drucker and the systematic innovation, Innovations diffusion.	9
3	<i>Innovation Management and Types and Models of Innovation:</i> Characteristics of Innovation, Difference between Innovation and Invention, Goals of Innovation, Sources of Innovation, Components of innovation. Types of innovation: Product and Process innovation, Open and Closed innovation, Radical and incremental innovation, Modular and Architectural innovation Innovation Process, Linear Innovation Process Model, Flexible Innovation Process Model. Innovation Management: Needs and Objectives, Value Innovation, Challenges Faced, Barriers, Learning in Innovation Management.	10
4	<i>Instruments for Innovation:</i> Innovator: Qualities of an innovator, Steps to become an innovator, Greatest innovators of all times. Sources of Innovation: Value Curve -External analysis, Co-creation for Innovation, Spillovers, Trends Spillovers Effect, Spillovers from Competitors, Suppliers, Consumer and Complimentary Innovators. The generation of ideas: Design Thinking, Design modes, Blue Ocean Strategy.	9

	Proto typing to Incubation: Prototype: Need , Types, Test of prototype, PoC Vs Prototype, Business Incubators: History, Definition, Types.	
5	<i>Innovation Planning and IPR:</i> Internal Innovation Planning: Sustainable Innovation: Levels and Benefits. Intellectual Property: Introduction, Concept of IPR, Types of IPR.	8

Textbooks:

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001
2. S.S.Khanka, Entrepreneurial Development, S. Chand and Company Limited

Suggested Reference Books:

1. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
- 2 Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
- 3.Managing Creativity & Innovation, Harvard Business Essentials, Harvard Business School Press.
- 4.Blue Ocean Strategy, W. Chan Kim and Renée Mauborgne, Harvard Business School Press.



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Fundamentals of Digital Marketing

Course Code - MBA23206 DM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO 206.1	REMEMBERING	Students will be able to recall and recognize key concepts, terminology, and tools used in digital marketing, including social media platforms, search engine optimization, email marketing, and digital analytics.
CO 206.2	UNDERSTANDING	Students will develop a comprehensive understanding of the fundamental principles and strategies employed in digital marketing, including consumer behavior analysis, target audience segmentation, content creation, and digital advertising.

CO 206.3	APPLYING	Students will be able to apply their knowledge of digital marketing techniques and tools to real-world scenarios. They will learn how to develop and execute digital marketing campaigns, create engaging content, and effectively use various digital marketing channels.
CO 206.4	ANALYZING	Students will develop skills to analyze digital marketing data and metrics, interpret customer insights, and make data-driven decisions. They will learn to use analytics tools to evaluate campaign performance, identify areas for improvement, and optimize digital marketing strategies.
CO 206.5	EVALUATING	Students will acquire the ability to critically evaluate digital marketing campaigns and strategies. They will learn to assess the effectiveness of different digital marketing channels, evaluate return on investment (ROI), and identify key performance indicators (KPIs) to measure campaign success.
CO 206.6	CREATING	Students will be able to create and develop comprehensive digital marketing plans and strategies for businesses. They will learn to integrate various digital marketing components, such as social media, content marketing, search engine marketing, and mobile marketing, to design effective and cohesive campaigns.

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Unit-1 Introduction to Digital Marketing</i> Digital Marketing: Concept, Significance & Definition. Scope, Importance and Limitations of Digital Marketing, Digital Marketing V/S Traditional Marketing. Growth of Digital Marketing and future. Skills required to become a good digital marketer Key Concepts and Terminology in Digital Marketing, Role of Digital Marketing in the Business Landscape	10
2	<i>Unit-2 Digital Marketing Channels and Strategies</i> Understanding fundamentals of Search Engine Optimization (SEO), Pay-Per-Click Advertising (PPC) Social Media Marketing (SMM) , Email Marketing, Content Marketing, Mobile Marketing, Influencer Marketing, Affiliate Marketing, Display Advertising, Video Marketing	10
3	<i>Unit-3 Consumer Behavior and Target Audience Segmentation</i> Understanding Consumer Behavior in the Digital Age, Buyer's Journey and Decision-Making Process, Market Segmentation and Targeting ,Persona Development Customer Profiling and Segmentation Strategies	10

4	<i>Unit-4: Content Creation and Engagement</i> Content Marketing Strategy, Developing Engaging and Relevant Content Storytelling Techniques in Digital Marketing, Visual Content Creation (Images, Videos, Infographics), Copywriting for Digital Marketing, User- Generated Content and Influencer Collaboration, Content Distribution and Promotion	10
5	<i>Unit-5: Social Media Marketing</i> Overview of Social Media Platforms, Developing a Social Media Strategy Content Planning and Scheduling, Community Management and Engagement Social Media Advertising and Campaigns, Social Media Analytics and Performance Measurement	5

Textbooks:

1. FUNDAMENTALS OF DIGITAL MARKETING 2ED Paperback by Puneet Bhatia
2. Digital Marketing Essentials You Always Wanted to Know (Self-Learning Management Series) by Vibrant Publishers
3. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson
4. Principles of Marketing, 17e Paperback by Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri

Reference Books:

1. Marketing Management Combo | Indian Case Studies Included| Sixteenth Edition| By Pearson Paperback – 1 April 2022 by Philip Kotler
2. Learn and Earn from Digital Marketing: Affiliate Marketing, Drop Shipping, E-Learning, YouTube, Instagram, Facebook Paperback – by R.P. Singh
3. Marketing Research, 7/e (Revised) by Naresh K. Malhotra and Satyabhusan Das
4. DIGITAL MARKETING ANALYTICS, 2ND EDITION Paperback – 31 January 2019 by Chuck Hemann; Ken Burbar



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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Search Engine Optimisation

Course Code - MBA23207 DM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 207.1	REMEMBERING	Recall SEO concepts and terminology and memorize search engine guidelines.
CO 207.2	UNDERSTANDING	Students will develop a comprehensive understanding of the SEO principles, algorithms, and techniques, including on-page, off-page, and technical SEO.

CO 207.3	APPLYING	Students will be able to apply SEO strategies to improve website visibility and ranking in SERPs.
CO 207.4	ANALYZING	Students will be able to Analyze website metrics and data to evaluate SEO effectiveness and identify areas for improvement.
CO 207.5	EVALUATING	Students will be able to Evaluate SEO approaches, tools, and ethical implications, and make recommendations based on critical assessment.
CO 207.1	CREATING	Students will be able to Develop customized SEO strategies, create optimized website content, and present SEO reports effectively.

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Unit-1 Introduction to SEO</i> What is Search Engine Optimization? , Evolution of Search Engines Importance of SEO in Digital Marketing ,SEO vs. SEM: Understanding the Difference ,Major Search Engines and their Algorithms	10
2	<i>Unit-2 On-Page Optimization Digital Marketing</i> Understanding On-Page SEO Factors, Keyword Research and Analysis On-Page Elements: Title Tags, Meta Descriptions, Headings, and URLs Content Optimization: Keyword Placement, Quality, and Relevance Technical Considerations: Site Speed, Mobile Optimization, and Structured Data Markup	10
3	<i>Unit-3 Off-Page Optimization and Link Building</i> Introduction to Of -Page SEO, Importance of Backlinks in SEO , Link Building Strategies and Techniques, Social Media and SEO: Leveraging Social Signals, Managing Online Reputation and Building Trust.	10
4	<i>Unit-4: Technical SEO and Website Audit</i> Understanding Technical SEO Elements , Website Crawling and Indexing ,URL Structure and Site Navigation ,Canonicalization and Duplicate Content Issues ,Website Audit: Identifying and Fixing Technical SEO Issues	10
5	<i>Unit-5: SEO Analytics and Performance Measurement</i> Introduction to SEO Analytics,Setting up Google Analytics for SEO Key SEO Metrics and KPIs,Analyzing Organic Search Traffic and User Behavior.SEO Reporting and Performance Optimization Strategies	5

Textbooks:

1. Search Engine Optimization: The Ultimate Guide to Successful Search Engine Optimization, Learn Proven Strategies and Practices That Can Ensure Continuous Targeted Traffic to Your Niche Sites Paperback – 4 December 2020 by Jayson Krause (Author)
2. Search Engine Optimization (SEO) | Grow the Audience 2022 Paperback – 1 January 2022 by A. Clark 3. Step By Step Guide to Seo Hardcover – Illustrated, 1 January 2018 by Upendra Rana
4. Principles of Marketing, 17e Paperback by Philip T. Kotler , Gary Armstrong, Prafulla Agnihotri



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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Fundamentals of Retailing

Course Code - MBA23206 RM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 207.1	REMEMBERING	To remember and recall the basic concepts of Retailing
CO 207.2	UNDERSTANDING	To provide insights into all functional areas of retailing.
CO 207.3	APPLYING	To apply these concepts, theories to solve real world retailing problems.
CO 207.4	ANALYZING	To analyze the retailing concepts, strategies, and real time marketing scenarios.
CO 207.5	EVALUATING	To evaluate the statements, marketing scenarios
CO 207.6	CREATING	To create the solutions to the real time retailing problems

Unit #	Content	Contact Hours (1 hr =60min)
1	<p>Introduction to Retailing: Introduction to retail, meaning, nature and scope of retailing, structure of retail industry in India, opportunities, and challenges in retailing in India, types of retailers, product retailing vs. service retailing, retail management decision process, retail life cycle, FDI in retail.</p>	8
2	<p>Retailing Strategy: Identifying and understanding customers, identifying market segments, selecting target market, basics of retail merchandising, strategic positioning, and execution. establishing and maintaining retail image, planning and procurement,</p>	9
3	<p>Retail HRM: Human resource planning, recruitment and selection, training and development of retail employees, motivation of retail employees, team building in retailing, employee rewards and incentives</p> <p>Supply Chain Management: Introduction to supply chain management, the distribution across centres, collaboration between retailer and vendor in SCM, retail inventory management, warehousing, transportation, use of it in SCM.</p>	10
4	<p>Retail Communication: Introduction, role of communication in retailing, elements and marketing communication tools, retail marketing communication process, retail marketing communication plan, implementing and evaluating the retail communication programs</p> <p>Merchandise Pricing: Setting the retail price- pricing objectives – pricing strategies – pricing methods – using price to stimulate retail sales. pricing adjustments – price discrimination</p>	9
5	<p>Current trends in retailing- Orientation of Technologies in Retailing: Electronic Data Interchange (EDI), database management, data warehousing, data mining, Radio Frequency Identification (RFID), E-tailing, bar coding</p> <p>Rural retail Marketing- Concept of rural marketing, emerging models in rural markets, opportunities, and challenges in rural retail marketing.</p> <p>Mall Management: Nature and concept of a mall, managing experience, target footfalls & their conversion to sales, major players nationally & internationally, Indian malls vs. western countries malls.</p>	9

Suggested References-

1. Retail Management by Michael Levy and Barton. A Weitz, Tata McGraw Hill Publication.
2. Retailing Management by Swapna Pradhan, TMGH Publication
3. Retail Management by Chetan Bajaj, Rajnish Tuli, Oxford University Press, New Delhi, India
4. Managing Retailing by Piyush Kumar Sinha & Dwarika Prasad Uniyal, Oxford University Press, New Delhi, India.



Maharashtra Cosmopolitan Education Society's

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2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Retail Store Management

Course Code - MBA23207 RM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO206.1	REMEMBERING	To remember and recall the basic concepts of Retailing
CO206.2	UNDERSTANDING	To provide insights into all functional areas of retailing.
CO206.3	APPLYING	To apply these concepts, theories to solve real world retailing problems.
CO206.4	ANALYZING	To analyze the retailing concepts, strategies, and real time marketing scenarios.
CO206.5	EVALUATING	To evaluate the statements, marketing scenarios
CO206.6	CREATING	To create the solutions to the real time retailing problems

Unit #	Content	Contact Hours (1 hr =60min)
1	<p><i>Retail Location and Site Selection: -</i> Introduction, types of retail stores location, factors to be considered in retail locations, process of retail location and site selection- methods of evaluating a trading area.</p> <p><i>Store Layout and Design:</i> The concept of store design, elements of store design (interior and exterior), store layout- types of layouts, factors affecting selection of store layout, space mix, retail store image mix, store façade, Different fixtures for a retail store, shelf management, Housekeeping and Maintenance</p> <p><i>Visual Merchandising:</i> Concept, need and importance, tools used for visual merchandising and store atmospherics.</p>	9
2	<p><i>Major Responsibilities of a Store Owner/ Manager</i></p> <p><i>Merchandise planning-</i> Merchandise purchasing, open to buy, open to buy planning, types of Merchandise, analysing the merchandise performance.</p> <p><i>Store Management-</i> Store timings, Employee break scheduling, Store employee grooming standards, Product Knowledge, Store Record and Accounting System, Coding System, Material Handling in Store, Attendance record keeping, Customer in and out procedures, Product Returns, Customer Service Desk, Exchange of defective products, handling complaints, Loyalty Programs for a store., Crowd Management, Parking Space Problem at Retail Centres.</p>	10
3	<p><i>Stock Management</i> Ordering, Receiving, Checking, Marking / Price Tagging, Storage, Inter-Outlet Transfers, Expiry and Damaged Goods Control, Returns and Claims, Stock take, Staff Purchases.</p>	10
4	<p><i>Invoicing mathematics –</i> Terms of sales, discounts, Different types of dating (C.O.D. Dating, Regular dating, E. O. M. Dating), Day to Day cash management, tax components, modes of payments -cash, cheque, debit card, credit card, mobile, internet banking, UPI Payments.</p> <p><i>Store finance and controls:</i> Financing the Initial Operation, Budgetary Control, stock valuating, stock verification, Accounts receivable, retail audit.</p>	8
5	<p><i>Security Management:</i> Shop Safety and security, safety rules & regulations, safety equipment, safety checks at store, Preventive Measures, Remedial Works, health, and safety in retailing.</p> <p><i>Ethics in Retailing:</i> Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.</p>	8

Suggested References-

1. Retail Operation; How to run your own store (2nd edition) by Angie Tang and Sarah Lim
Pearson Publications
2. Retail store Operations by Sriram Iyer, Tata McGraw Hill
3. Store Operations by Vishal Agarwal, Wiley India Publications



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2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Introduction to Fintech

Course Code - MBA23206 FINT	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 206.1	REMEMBERING	How Financial Modelling plays a role in FinTech.
CO 206.2	UNDERSTANDING	How Blockchain is used in the financial services industry
CO 206.3	APPLYING	How Payment Tech, Insurtech plays a significant role in today's financial sector.
CO 206.4	ANALYZING	What are Cryptocurrencies and smart contracts, and how to use them.
CO 206.5	EVALUATING	The challenges or security threats in implementing FinTech solutions and how they can be overcome.
CO 206.6	CREATING	Design innovative fintech solutions by synthesizing knowledge of digital banking, blockchain technology, and financial modelling. Create comprehensive fintech applications to address complex financial challenges.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit: 1: Introduction to Fintech Introduction to FinTech FinTech in Banking and Finance Digital Disruption in Financial Markets Innovation and Transformation in FinTech Understanding the Fin System TechFin Digital Banking	8
2	Unit: 2: FinTech Trends Digital Banking, Robo-advising, Peer-to-peer Lending Reg-tech, Insur-tech, Payment-tech Blockchain, Cryptocurrencies Payment Developments, Crowdfunding and Payments ,AI/ML and IoT	9
3	Unit: 3: Data-driven FinTech Analytics Credit Scoring and AI Implementation, FinTech Innovation using IoT , Detection of Fraud Algorithm – Risk-based Pricing Blockchain and How it Works? Cryptography, Secret and Public key cryptography, Hashing, Distributed, Ledger technology, Proof of Work, How the Blockchain works , Blockchain in Banking - Areas of Blockchain and Banking interaction. Use Cases in the World and in India. Benefits and How Blockchain Will Impact the Financial Sector? Blockchain in Cross Border payments, Reshaping Trade Finance	10
4	Unit: 4: Financial Modelling Introduction to Finance Modelling - Regression Models – Simple and multiple regression. Data Modelling in Excel - An overview of basic Excel functions like if functions, VLOOKUP etc. required for managing big data - What if analysis - Scenario manager, Goal seek, data table, Solver. Financial Functions in Excel - Time value functions in excel - Discounted cash flow statements - Sensitivity analysis Modelling Tools Usage and Simulation Technique - Monte Carlo Simulations in Excel for derivative pricing - VaR and Expected Shortfall (ES) for measuring Risk - Application of Monte Carlo Simulation for measuring VaR and ES.	9
5	Unit: 5: Big Data in Fintech Data Analysis- Big Data, Application in Finance Python and Ecosystem Descriptive Analysis ,Cross-Section, Time Series- Financial Application Predictive Modelling- Applications Application: Blockchain platform: Coinbase Institutional. Block stream., Open chain. Ethereum. Subquery. IBM Blockchain Platform. Azure Blockchain Workbench. Kaleido.	9

Reference books-

1. Choi, P. M. S., & Huang, S. H. (Eds.). (2021). Fintech with Artificial Intelligence, Big Data, and Blockchain (1st ed. 2021 edition). Springer Verlag, Singapore.
2. Hayen, R. (2017). Blockchain & Fintech: A Comprehensive Blueprint to Understanding Blockchain & Financial Technology. 2 Books in 1. (Comprehensive edition). Createspace Independent Pub.
3. Lee, D., & Low, L. (2018). Inclusive fintech: Blockchain, cryptocurrency and ICO. World Scientific.
4. Reed, J. (2016). Financial Technology: Fintech, Blockchain, Smart Contracts. Createspace Independent Pub.
5. Saurabh, K., & Saxena, A. (2020). Blockchain Technology (First Edition). Wiley.
6. Subramanian, C., George, A. A., A, A. K., & Karthikeyan, M. (2020). BLOCKCHAIN TECHNOLOGY. University Press.



Maharashtra Cosmopolitan Education Sopciety's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Banking, Financial Services Insurance and Blockchain

Course Code - MBA23207 FINT	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 207.1	REMEMBERING	How Blockchain plays a role in the financial service sector
CO 207.2	UNDERSTANDING	How Blockchain is used in the financial services industry.
CO 207.3	APPLYING	How Paymentech, Insurtech plays a significant role in today's financial sector.
CO 207.4	ANALYZING	What are Cryptocurrencies and smart contracts, and how to use them?
CO 207.5	EVALUATING	The challenges or security threats in implementing Blockchain solutions and how they can be overcome.
CO 207.6	CREATING	Application of Blockchain in Payment system.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit: I: BankTech Regulatory Framework for Product Pricing, loan origination and servicing Social media-based profiling, comparison tools and aggregators Dynamic credit rating, Risk management & underwriting Using Credit Counsellor Robo/Bot for faster approvals & funding Utilizing data science tools and machine learning for data mining/ cross-sale Hybrid Lending Products	8
2	Unit: II: InsurTech How does InsurTechwork ,Business model disruption Aggregators AI/ML in InsurTech IoT and InsurTech Risk Modeling Fraud Detection Processing claims and Underwriting Innovations in Insurance Services Unicorns and business models	9
3	Unit-III RegTech Evolution of RegTech Ecosystem: Financial Institutions RegTech Ecosystem: Start-up's Ensuring Compliance from the Start: Suitability and funds RegTech Start-up's: Challenges RegTech Ecosystem: Regulators Use Case of AI in Smart Regulation and Fraud Detection Regulatory Sandboxes Smart Regulation	10
4	Unit: IV: Currencies And ICOS Cryptocurrencies Primer Bitcoin and Applications Cryptocurrencies and Digital Crypto Wallets Types of Cryptocurrencies and Applications What is an ICO. Importance of ICO in Alternative Finance Regulations for Cryptos and tokens	9
5	Unit: V: Payments -Architecture and Technologies Global Payment Ecosystem Payments Architecture and Setup Innovation in Consumer and Retail payments Popular Payments Technology Blockchain and Cryptocurrencies in Payments Payment Stacks in India B2B & B2B2C solutions Innovative Products in Mobile based, Credit Cards, POS based ecosystem	9

Reference books-

- Choi, P. M. S., & Huang, S. H. (Eds.). (2021). *Fintech with Artificial Intelligence, Big Data, and Blockchain* (1st ed. 2021 edition). Springer Verlag, Singapore.
- Hayen, R. (2017). *Blockchain & Fintech: A Comprehensive Blueprint to Understanding Blockchain & Financial Technology. 2 Books in 1.* (Comprehensive edition). Createspace Independent Pub.
- Lee, D., & Low, L. (2018). *Inclusive fintech: Blockchain, cryptocurrency and ICO.* World Scientific.
- Reed, J. (2016). *Financial Technology: Fintech, Blockchain, Smart Contracts.* Createspace Independent Pub.
- Saurabh, K., & Saxena, A. (2020). *Blockchain Technology* (First Edition). Wiley.
- Subramanian, C., George, A. A., A, A. K., & Karthikeyan, M. (2020). *BLOCKCHAIN TECHNOLOGY.* University Press.



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Fundamentals of Hospitality Management

Course Code - MBA23206 THM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 206.1	REMEMBERING	To KNOW the evolution of hotels, tourism industry & their linkage
CO 206.2	UNDERSTANDING	UNDERSTAND various dimensions of hotel industry, basic functioning of various hotels, major Departments, government rules & regulations
CO 206.3	APPLYING	USE of flow charts & diagrams of various Hospitality Sectors to know the hierarchy of the organization
CO 206.4	ANALYZING	EXAMINE current changes taking place in the Hotel & Tourism Industry
CO 206.5	EVALUATING	EVALUATE the changes required to improve traditional methods to suit the current market trends.
CO 206.6	CREATING	Develop Smart techniques adaptable to the present market scenario for better customer satisfaction

Unit #	Content	Contact Hours (1 hr =60min)
1	<p>Introduction: Meaning of Hospitality & tourism, History and evolution of lodging/ hotel industry in India, patterns and trends, Structure of Indian Hotel Industry: Premium and luxury segment, mid-market segment, budget segment, heritage hotels.</p> <p>Tourism Industry, Importance of Tourism, Industries related to Tourism, Evolution of Tourism, Factors Affecting Hospitality and Tourism Industry, Structure of hospitality industry and career opportunities, Linkage between tourism and hospitality industry, with examples.</p>	8
2	<p>Tourism Industry: Introduction, concept, definition, Types and Forms of Tourism, Types of Tourists, Travel motivators, barriers and purposes, Tourism Activities, Tourism Products- Concept, definition, characteristics and examples, components of tourism products (four As of tourism), tourism products of India, Scope of Tourism.</p>	9
3	<p>Hotel Industry: Organization structure of different types/categories of hotels and their departments, ownership structure: Sole Proprietorship, partnership, Franchisees Management Contract, concept, their advantages, and disadvantages. Major Departments of a Hotel- Food production, food and beverage service, front office, housekeeping, engineering and maintenance, security, human resource, sales and marketing, purchase and stores, accounts. Various licenses & statutory approvals required for starting & running hotel in India Opportunities and challenges of hotel industry in India</p>	10
4	<p>Customer satisfaction & quality- Customer value & satisfaction, 5 gap model of service quality, benefits of service quality, retaining customers, handling customer complaints, relationship marketing, monitoring & measuring customer satisfaction.</p>	9
5	<p>Recent Trends in Hospitality and related sectors: Future of Hospitality Industry, Changing trends, issues and challenges, Importance of Hospitality industry in India. Government regulations and support related to Travel, Tourism and hotel industries. Role of E- commerce in Hospitality sector</p>	9

Suggested References-

1. Bhatia A.K. (2012) Tourism Development and Principles & Practices, Sterling Publishers
2. Service Marketing Concepts Applications & Cases M.K Rampal, S. Gupta, Galgotia Publishing Company
3. David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall. Oxford University Press
4. Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth Heinemann.
5. Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.



Maharashtra Cosmopolitan Education Society's
DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Tourism & Travel Management

Course Code - MBA23207 THM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 207.1	REMEMBERING	Defining terms pertaining Tourist & Tourism
CO 207.2	UNDERSTANDING	Explaining and developing different types of effective itinerary
CO 207.3	APPLYING	Prepare concept, origin, and development of Tour Packaging.
CO 207.4	ANALYZING	Evaluate the uses and application of Travel Agency Marketing in the field of Tourism & Travel Management.
CO 207.5	EVALUATING	Manage and organize the concept and significance of Human Resource Development for Tourism Industry.
CO 207.6	CREATING	To equip students to propose new approaches to improve supply chain integrity, enhance R&D methodologies, and address global industry challenges pertaining Tourist & Tourism

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Unit –I: Organized Travel</i> Defining Tourist & Tourism, inbound, outbound, domestic, maintenance of tourism products, Alternative tourism, Mass tourism, Special Interest Tourism	8
2	<i>Unit II: Itinerary Development</i> Introduction, meaning and definition, types of itineraries, how to develop an effective itinerary, functions of tour managers and planning tools for an itinerary. Travel Formalities in India: Visa –Requirements –Types of visas – Currency regulations –Custom formalities Different types of taxes. Restricted and Protected areas – types of restrictions. Health Regulations.	9
3	<i>Unit – III: Tour Packaging Management</i> Concept, Origin and development of Tour Packaging, Types of Tour, Component of a Standard Package Tour, Factors affecting Tour Formulation, Tour Designing Process, Significance of Package Tour, Tour Brochure. Tourism Planning Policy and Development Concept, Need, Objective and Tourism Goals of Tourism Planning Policy and Development	10
4	<i>Unit – IV: Travel Agency Marketing</i> Marketing Concept, unique features of Travel Marketing, Significance of Travel Agency Marketing, Developing a Tour Marketing Plan, Marketing Strategy of Inbound &Outbound tours. Need and Significance of Travel Trade Association, Role and Contribution of ASTA, PATA, TAAI.	9
5	<i>Unit – V: Human Resource Development for Tourism</i> Introduction of HRD meaning, Concept and Significance, HRD systems, models and Practices in Travel Industry, Tourism Manpower Strategies, Training and Development, HRD problems and issues in Travel Industry. MICE: Meetings, Incentives, Conferences and Exhibitions – Definition	9

Textbooks:

1. Marketing Mgmt. for Travel & Tourism, Nelson Thrones.
2. Introduction to Tourism & Hotel Industry, Zulfikar, SPD
3. HRM in Hospitality Industry, Nelson Thrones
4. Travel & Tourism Management Syllabus (Old) o Environmental Code of conduct
5. Title Author Publisher - Global Eco Tourism
6. Codes-Protocol & Charter
7. Prabhas Chandra Kaniskha Publication
8. International Eco Tourism Environment Rules & Regulation - Prabhas Chandra
Kaniskha Publication
9. Travel & Tourism Cottman VNR
10. Tourism System- Introductory Text Mik & Morrivon Ø Tourism & Sustainability
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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Fundamentals of Pharma Business Management

Course Code - MBA23206 PBM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

The course objectives (COs):

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 206.1	REMEMBERING	Students should understand the regulatory requirements governing the pharmaceutical industry, including Good Manufacturing Practices (GMP), Good Clinical Practices (GCP), and regulations related to drug safety, labelling, and advertising.
CO 206.2	UNDERSTANDING	Understanding of Pharmaceutical Industry: Students should gain a comprehensive understanding of the pharmaceutical industry, including its structure, key players, regulatory environment, and global trends.
CO 206.3	APPLYING	Students should develop critical thinking skills and the ability to apply business concepts and analytical tools to solve real-world problems and make sound business decisions in the pharmaceutical industry.
CO 206.4	ANALYZING	Knowledge of Drug Development Process: Students should learn about the process of drug discovery, development, clinical trials, and regulatory approval, including the roles of various stakeholders such as pharmaceutical companies, regulatory agencies, and clinical research organizations
CO 206.5	EVALUATING	Strategic Decision Making: Students should learn how to analyze market trends, competitive landscapes, and regulatory environments to make informed strategic decisions in the pharmaceutical business.
CO 206.6	CREATING	Students should learn about marketing and sales strategies specific to the pharmaceutical industry, including product differentiation, market segmentation, pricing, promotion, and distribution channels.

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Pharmaceutical Industry –</i> Classification, Location, Manufacturing and Special Provisions. Pharmacology, Physiology, Nutra, Diagnostics Clinical Trials, Agri, Medical Sciences, Regulatory Patents & Medical Consumers.	9
2	<i>Pharmaceutical Manufacturing –</i> Classification - Primary Manufacturer - Secondary Manufacturer - Factors Influencing Plant Location Fundamental (Primary) Factors, Derived (Secondary) Factors - Special Provisions of Factory Premises, GMP Requirement - GAMP-5 Standards for the Pharmaceutical Industry	9
3	<i>Pharmaceutical Production Planning and Control –</i> Aggregate production planning, Materials Requirement Planning, Operations Scheduling and Production activity control for mass manufacturing, batch processing, projects and job shop production Productivity - Types of Production Systems - Production Department – Personnel Production (Or Process) Planning - Procedure for Planning the Production Routing -Routing Procedure- Loading - Significance of Loading -Scheduling- Factors affecting Scheduling- Production scheduling procedure-Master production schedule Dispatching of Records - Dispatching Procedure - Production Control- Observation - Analysis - Corrective action - Post –operation evaluation - Progress Control	9
4	<i>International Trade in Pharma Business -</i> Various Economic Theories of Trade - Adam Smith’s theory of absolute cost advantage - David Ricardo’s theory of comparative costs - The Heckscher-Ohlin theory of international trade - Balance of Payments - Balance of Trade - General Agreement on Tariffs and Trade - Non-Discrimination - Reciprocity - Transparency - The MFN clause and discrimination against countries - World Trade Organization & Pharma Business – Export and Import Procedure	9
5	<i>Basics of Pharma marketing-</i> Pharma Brand Promotion, Marketing of Active Pharmaceutical Ingredient (API) , Pricing Strategy in Pharma Industry, An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority). Managing Distribution Channels in Pharma, Promotion of Medical Devices to Hospitals	9

Textbooks-

- 1- Pharmaceutical Management: Principles, Constraints, and Practices" by Mrinalini Shah
- 2- Pharmaceutical Operations Management: Manufacturing for Competitive Advantage" by Pankaj Mohan:

Reference books-

- 1-The Pharmaceutical Industry: A Guide to Historical Records" by Gareth Williams



Maharashtra Cosmopolitan Education Society's

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(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Pharmaceutical Regulatory Practices and Global Industry Dynamics

Course Code - MBA23207 PBM	Course Type- Specialization Core (SC)
LTP-3:1:0 Total Credits: 4	Total number of Hours- 45

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	50 Marks
End Sem Evaluation	50 Marks
Total Marks:	100 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 207.1	REMEMBERING	To recall and list the key components of regulatory practices in the pharmaceutical industry.
CO 207.2	UNDERSTANDING	To explain the significance of adhering to international regulatory standards and guidelines in the pharmaceutical sector.
CO 207.3	APPLYING	To apply the principles and requirements of Good Laboratory Practices (GLP) in the context of pharmaceutical research and development.
CO 207.4	ANALYZING	To analyze the legal requirements and principles associated with Good Distribution Practices (GDP) worldwide, focusing on supply chain integrity.
CO 207.5	EVALUATING	To evaluate the impact of global industry dynamics and changing trends on Research & Development (R&D) strategies in the pharmaceutical sector through the analysis of case studies.

Unit #	Content	Contact Hours (1 hr =60min)
1	<i>Unit I: Introduction to Pharmaceutical Regulatory Practices</i> Overview of Regulatory Practices in the Pharmaceutical Industry Significance of Regulatory Compliance Current Good Manufacturing Practices (CGMP) Overview	8
2	<i>Unit II: International Regulatory Standards and Guidelines</i> US Cgmp Part 210 and Part 211 EC Principles of GMP (Directive 91/356/EEC) WHO cGMP Guidelines GAMP-5 Standards for the Pharmaceutical Industry Global Harmonization Task Force (GHTF) Guidance Documents	9
3	<i>Unit III: Good Laboratory Practices (GLP) and Automated Laboratory Practices (GALP)</i> Introduction to GLP and GALP USFDA GLP Regulations (Subpart A to Subpart K) Controlling the GLP Inspection Process Documentation and Audit in GLP Principles and Requirements of GALP 21 CFR Part 11 and its Application in Automated Laboratory Practices	10
4	<i>Unit IV: Good Distribution Practices (GDP)</i> Introduction to GDP Legal GDP Requirements Worldwide Principles, Personnel, Documentation in GDP Premises and Equipment Compliance Deliveries to Customers, Returns, and Self-Inspection Stability Testing Principles in GDP WHO GDP and USP GDP (Supply Chain Integrity)	9
5	<i>Unit V: Global Industry Dynamics and Strategic Trends</i> Global Pharma Developments Multinational Corporations in the Pharmaceutical Industry Mergers & Acquisitions in the Global and Indian Pharmaceutical Sector International Financial Environment Foreign Direct Investment (FDI) FDI in Drugs & Pharmaceuticals Research & Development Strategies Various Types of Research and R&D Opportunities Changing Trends in Drug Discovery and Six Sigma Approach Case Studies on Regulatory Practices and Industry Dynamics	9

Textbooks:

- "Pharmaceutical Regulatory Affairs in India" by B. Suresh, K. Udaya Chandrika, and M. Praveen Kumar
- "Pharmaceutical and Biomedical Project Management in a Changing Global Environment" by Scott D. Babler
- "Pharmaceutical Economics and Policy" by Stuart O. Schweitzer and Z. John Lu

Suggested Reference Books:

- "Pharmaceutical Industry: Practices, Management, and Strategies" by Farhan Ahmad Khan and Mohammad Arief
- "Global Pharmaceutical Policy: Ensuring Medicines for Tomorrow's World" by Brian W. Tempest
- "Regulatory Affairs for Biomaterials and Medical Devices" by Stephen F. Amato
- "International Business: Competing in the Global Marketplace" by Charles W. L. Hill



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

2390 - B.K.B. Hidayatullah Road, Azam Campus, Camp, Pune, Maharashtra - 411001

Course name- Multidisciplinary Certification Course on Digital Marketing and Entrepreneurship Management

Course Code - MBA23208	Course Type- Skill Development- Multi Disciplinary (SDC-MD)
LTP-3:0:0 Total Credits: 2	Total number of Hours- 30

Marking scheme	
Concurrent Evaluation & Mid Sem Examination	25 Marks
End Sem Evaluation	25 Marks
Total Marks:	50 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 208.1	REMEMBERING	Recall key concepts and terminologies in digital marketing and entrepreneurship management.
CO 208.2	UNDERSTANDING	Demonstrate comprehension of the strategies, tools, and best practices in digital marketing and entrepreneurship.
CO 208.3	APPLYING	Implement digital marketing strategies and entrepreneurship techniques in real-world business scenarios.
CO 208.4	ANALYZING	Examine data from digital marketing campaigns and entrepreneurial ventures to evaluate their effectiveness and potential areas for improvement

CO 208.5	EVALUATING	Critically assess the performance of digital marketing campaigns and entrepreneurial strategies and recommend improvements.
CO 208.6	CREATING	Design innovative digital marketing campaigns and entrepreneurial ventures, incorporating the latest trends and technologies.

Unit #	Content	Contact Hours (1 hr=60min)
1	<i>Unit 1: Introduction to Digipreneurship</i> Overview of digital marketing and entrepreneurship. The role of digital transformation in business growth. Key terminologies and concepts in Digipreneurship.	6
2	<i>Unit 2: Digital Marketing Fundamentals</i> Basics of online marketing: SEO, SEM, social media marketing, and email marketing. Understanding digital advertising and campaign planning. Content marketing strategies and techniques.	6
3	<i>Unit 3: Entrepreneurship in the Digital Age</i> Identifying market opportunities in the digital economy. Developing business models and plans for digital ventures. Exploring online marketplaces and e-commerce platforms.	6
4	<i>Unit 4: Tools and Analytics in Digipreneurship</i> Overview of digital marketing and entrepreneurial tools. Techniques for data analysis, monitoring, and measuring campaign success. Utilizing analytics to optimize digital campaigns and entrepreneurial ventures.	6
5	<i>Unit 5: Case Studies and Projects</i> Analysis of successful Digipreneurship case studies. Practical projects: Designing and executing a digital marketing campaign. Developing an entrepreneurial business plan with a digital focus.	6

Textbooks

1. Krishnamurthy, S. (2016). E-marketing: Text and cases (3rd ed.). Pearson Education.
2. Vishwanath, V. (2017). Entrepreneurship Development (2nd ed.). Himalaya Publishing House.
3. Saxena, R. (2016). Marketing Management (5th ed.). McGraw Hill Education.
4. Chitale, A., & Gupta, A. (2021). Digital Marketing. Vikas Publishing House.
5. Nargundkar, R. (2013). Marketing Research: Text and Cases (3rd ed.). Tata McGraw- Hill.
4. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation, and practice (7th ed.). Pearson.
5. Ryan, D. (2017). Understanding digital marketing: Marketing strategies for engaging the digital generation (4th ed.). Kogan Page.
6. Kotler, P., Kartajaya, H., & Setiawan, I. (2016). Marketing 4.0: Moving from traditional to digital. Wiley.
7. Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Business.
8. Blank, S. G., & Dorf, B. (2012). The startup owner's manual: The step-by-step guide for building a great company. K & S Ranch.
