



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

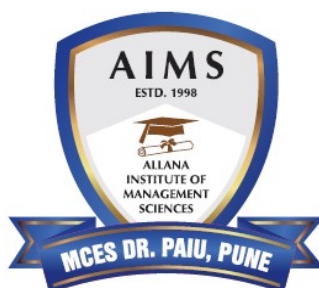
(Established under Maharashtra Act No. XXXVII of 2022)

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

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS FOR MBA-II (SEM-III & SEM-IV)

at

**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

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CREDIT DISTRIBUTION & MARKS DISTRIBUTION FOR MBA-II

Semester -III

<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 -IV

<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>350</i>	<i>350</i>	<i>700</i>



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***Syllabus Structure for Generic Core (GC)
Courses
MBA-II, SEM-III***



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MBA-II, SEMESTER-III
Structure for Generic Core (GC) Courses

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
301	Strategic Management	GC	3	1	-	4	25	25	50	100
302	Statistical and Quantitative Methods for Managers	GC	3	1	-	4	25	25	50	100
303	Summer Internship Program	AE & SDC	-	-	6	6	75 (Internal Viva Voce)		75 (External Viva Voce)	150
308-A	Multidisciplinary Certification Course on (any 1 will be selected)	AE & SDC	-	-	2	50	50	-	-	50
	Basics of AI		-	-	2					
308-B	Advanced Excel		-	-	2					
Total			6	2	8	14				400



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Detailed Syllabus for Generic Core (GC)

MBA-II, SEMESTER-III



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Course name & code- 301- Strategic Management	Course Type-GC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 301.1	REMEMBERING	To describe and discuss the strategic management process.
CO 301.2	UNDERSTANDING	To understand skills to develop strategic vision, mission, objectives.
CO 301.3	APPLYING	To assess the resources and constraints for strategy making in a business context.
CO 301.4	ANALYZING	To develop learning and analytical skills of the learners to enable them to solve cases and to provide strategic solutions.
CO 301.5	EVALUATING	To provide knowledge on strategy formulation, types of strategies to implement.
CO 301.6	CREATING	To create awareness on various strategy evaluation and controlling approaches.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.	9



2	Unit-2 Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix, Market Life Cycle Model - and Organizational Learning, and the Experience Curve.	9
3	Unit-3 Strategy Formulation: Formulation of strategy at corporate, business and functional levels. Strategy Alternatives: - Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.	9
4	Unit-4 Strategy Implementation: Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation.	9
5	Unit-5. Strategy Evaluation and control – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.	9

Textbooks-

1. Strategic Management – J.S.Chandan & Nitish Sen Gupta, Vikas Publishing House Pvt. Ltd, New Delhi
2. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
3. Globalization, Liberalization and Strategic Management - V. P. Michael
4. Business Policy and Strategic Management – Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd, New Delhi

Reference books-

1. Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
2. Strategic Management – Fred R. David, Published by Prentice Hall International
3. Strategic Management, Hill, Ireland, Manikuttu, Cengage.
4. Concepts in Strategic Management and Business Policy, Wheelen & Hunger, Pearson Education.
5. Strategic Management – Text and Cases, V.S.P. Rao, Excel.
6. Rowe, A.J. Others (1994)-Strategic Management A Methodological Approach, Reading, Mass: Addison-Wesley.
7. Prasad, L.M. (1995)-Business Policy & Strategy (New Delhi: Sultan Chand & Sens.)
8. Jouch, L.R. & Glueck, W.F.-Business Policy and Strategy Management, (McGraw hill).
9. Michael, V.P. Globalization, Liberalization & Strategic Management, (Mumbai: Himalaya Publishing).
10. Ramaswamy V.S. & Namakumari, S-Strategic Planning-formulation of Corporate Strategy, 39 (Delhi: MacMillian)



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Course name & code- 302 Statistical and Quantitative Methods for Managers		Course Type-GC
LTP-3:1:0 Total Credits:4		Total number of Hours- 45
Evaluation scheme & Marks		
Concurrent Evaluation (CE)-1 & 2		25 marks
Internal Evaluation		25 marks
End Sem Evaluation		50 marks
Total marks		100 Marks

Course Objectives:

1. To understand the role of Statistical and Quantitative Methods in decision making
2. To apply various Statistical & Quantitative Methods in solving real business problems
3. To apply probability techniques in the decision making.
4. To Discuss various applications of decision tools in the present business scenario.

CO#	Cognitive ability	COURSE OUTCOMES (CO'S)
CO 302.1	REMEMBERING	Understand the key concepts and models associated with Statistical and Quantitative Techniques
CO 302.2	UNDERSTANDING	Understand the different statistical and quantitative techniques for effective decision making.
CO 302.3	APPLYING	Apply different decision-making tools for solving real life business problems
CO 302.4	ANALYZING	Analyse various facets of a business problem and develop problem solving ability
CO 302.5	EVALUATING	Evaluate various decision-making tools in the present business scenario.
CO 302.6	CREATING	Propose the various applications of decision tools in the present business scenario.



Unit #	Content	Contact Hours (1 hr = 60min)
1	Unit-1: Introduction to Statistical & Quantitative Methods Meaning & Nature of Statistical & Quantitative Methods. Difference between Statistical & Quantitative Methods. Classification of Statistical & Quantitative Methods. Applications of Statistical & Quantitative Methods in decision making Tables, Graphs and Frequency Distribution Measures of Central Tendency and Dispersion: Arithmetic Mean, Median, Mode Range, Quartile, Standard Deviation, Coefficient of Variation.	12
2	Unit-2: Correlation & Regression Analysis Concept of Correlation. Types of correlation, Methods for studying correlation-Karl Pearson's Coefficient of Correlation, Scatter Diagram, Spearman's Rank Correlation and their Applications. Linear Regression Analysis-Concept, regression coefficients, Two Regression Equations & its applications	6
3	Unit-3 Quantitative Methods Transportation Models: Concept, formulation, problem types: balanced, unbalanced, maximization, Basic initial solution using North West Corner Method (NWCM), Least Cost Method (LCM) & Vogel's Approximation Method (VAM), Optimal solution using MODI Assignment Models: Concept, Solution by Hungarian method, Applications including restricted, multiple assignments and maximization objective. Linear Programming: Concept, Formulation & Graphical Solution	12
4	Unit-4 Simulation Techniques: Monte Carlo Simulation, scope, and limitations CPM & PERT: Concept, Construction of network diagram, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. Game Theory: Concept, 2×2 zero sum game, Pure & Mixed Strategy, solution of games with Algebraic method and Principles of dominance	8
5	Unit-5. Probability: Basic Concepts, types of events, definition of probability, Addition and Multiplication laws of Probability, Applications Probability Distributions: Binomial, Poisson & Normal. Applications	7

Suggested Textbooks-

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
3. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
4. Statistics for Management by Levin & Rubin, Pearson

Suggested Reference books-



1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications
2. Operations Research by Hamdy A. Taha, Pearson Publication
3. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication
4. Operations Research by R. Panneerselvam, Prentice Hall India

Course name & code- 303 Summer Internship Project (SIP)	Course Type-AE & SDC
Total Credits:6	Total number of Hours- 240 Hrs. (30hrs per week for 8 weeks)

Evaluation scheme & Marks	
Internal Viva	75 marks
External Viva	75 marks
Total marks	150 Marks

****General Guidelines for Summer Internship Project (SIP)****

The Summer Internship Project (SIP) is scheduled at the end of the second semester and lasts for a minimum of 8 weeks. It carries 6 credits, with 1 credit equating to a minimum of 40 hours of effective work, making it 240 hours in total (30 hours per week for 8 weeks).

Before starting the SIP, it is mandatory for students to obtain advance written approval from both their faculty guide and the Director of the Institute regarding the topic and the organization where the SIP will be carried out. The SIP can focus on a student's specialization or any other functional area of management. It may take the form of a research project based on primary or secondary data, or it could be an operational assignment where the student works on a specific task, assignment, or project in an organization or industry.

The SIP can be undertaken in a corporate entity, NGO, SME, government undertaking, or cooperative sector. During the internship, each student must maintain a SIP Progress Diary, detailing the work completed and progress made daily. This diary must be submitted along with the final SIP report.

The SIP report should reflect the 8 weeks of work, following the prescribed format. Upon successful completion of the SIP, the institute will issue a certificate, provided the guide approves and is satisfied with the student's work. This certificate, signed by the Director and the guide, is mandatory.

Additionally, the external organization where the SIP was carried out must also issue a certificate. Both certificates are required for the student to be eligible for the final internal and university viva voce.

The total marks for the SIP are 150.

The university viva voce, which is an oral interview based on the SIP report, carries 150 marks.

The internal viva voce, an oral presentation, also carries 150 marks.

The SIP report must be submitted by the end of August, and the internal viva will take place in the 2nd or 3rd week of November. The final copies of the SIP report are due by the last week of November, and the university viva voce will be held in the first week of December.



For the internal viva, students must submit one spiral-bound copy of the SIP report. For the university viva, students must submit two black-bound hard copies with golden embossing and one soft copy (DVD) of the project report. One hard copy will be returned to the student after the university viva voce.

The internal viva panel will consist of two evaluators appointed by the Director of the Institute, and any suggestions or recommendations from the panel must be incorporated into the final SIP report in consultation with the guide. For the university viva, the panel will consist of one external evaluator nominated by Dr. P.A. Inamdar University and one internal evaluator nominated by the Director of the Institute.

The evaluation criteria for both the internal and university viva voce are based on the –

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Course name & code- 308-A- Advanced Excel	Course Type-AE & SDC
LTP-0:0:2 Total Credits:2	Total number of Hours- 20

Evaluation scheme & Marks	
Internal Evaluation	50 marks
Total marks	50 Marks

Learning Objective

Deeper understanding of Excel features and gain expertise on problem solving with Excel.

Unit #	Content	Contact Hours (1 hr =60min)
1	Pivot tables, creating business reports with pivoting operations Creation of charts – Bar charts, line charts, column, area, pie charts, radar plots, scatter plots, Histogram, frequency distribution and cumulative frequency distribution graphs.	5
2	Coefficient of variation, Quartiles, deciles, and percentile calculations using large data. Probability Distribution – Discrete and continuous. Random number generation. Binomial and Poisson Probability distribution tables and probability graphs.	5



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3	Descriptive Statistics – Measures of central tendency – Mean, mode, median, variance, standard deviation, Continuous distribution – Normal distribution, calculation of Z and X values- NORMDIST, NORMINV, NORMDIST and NORMSINV functions, plotting normal distribution curve.	5
4	Linear programming with multiple variables, Transportation problems, Assignment problems, Analysis of variance one way and two ways, Chi-square distribution analysis, correlation, and regression analysis, regression equation and graph, coefficient of determination, Spearman's rank correlation.	5



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***Specialization Core (SC) +Specialization
Electives (SE) Courses syllabus with structure
MBA-II, SEM-III***



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Structure for Marketing Management Specialization Courses

MBA-II, SEMESTER-III

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
304-MKT	Consumer Behaviour	SC	3	1	-	4	25	25	50	100
305-MKT	Marketing Research	SC	3	1	-	4	25	25	50	100
(Select any 1 from 306 -A & 306 -B)										
306-MKT-A	Customer Relationship Management	SE	1	1	-	2	50	-	-	50
306-MKT-B	Personal Selling Lab	SE	1	1	-	2	50	-	-	50
(Select any 1 from 307 -A & 307 -B)										
307-MKT-A	Marketing 6.0 & Current Trends & Cases in Marketing	SE	1	1	-	2	50	-	-	50
307-MKT-B	Product & Brand Management	SE	1	1	-	2	50	-	-	50
Total			8	4	0	12				300



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Detailed syllabus for Marketing management Specialization SEM-III



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Course name & code- 304- MKT Consumer Behaviour	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	To introduce students to the fundamental concepts and theories of consumer behaviour.
CO 304.2	UNDERSTANDING	To evaluate the factors affecting consumer behaviour in detail.
CO 304.3	APPLYING	To analyse the consumer decision process.
CO 304.4	ANALYZING	To assess the impact of a consumer's motivation, personality on the buying behaviour.
CO 304.5	EVALUATING	To impart the basic knowledge of consumer protection rights.
CO 304.6	CREATING	To encourage students to apply theoretical knowledge to real-world consumer scenarios



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Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Consumer Behaviour- Definition, Nature, Scope. Organizational Buying Behaviour, Consumer research process –Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analysing Data & Report Preparation.	10
2	Factors affecting Consumer Behaviour- Internal Influences – Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes. External Influences – Culture, Subculture, Social Class, Reference Groups, Family	9
3	Consumer Decision Making Process- Types of consumer decisions Consumer Decision Making Process 1- Problem Recognition, 2 Information Search ,3- Alternative Evaluation, 4 –Purchase Selection ,5– Post purchase Evaluation, Models of consumer decision-making (e.g., Engel-Kollat-Blackwell model, Howard-Sheth model)	8
4	Consumer Behaviour's Applications in Marketing- <ul style="list-style-type: none">• Consumer Behaviour and Product Strategy• Consumer Behaviour and Pricing Strategy• Consumer Behaviour and Distribution Strategy• Consumer Behaviour and Promotion Strategy	10
5	Contemporary Issues in Consumer Behaviour- <ul style="list-style-type: none">• Digital and online consumer behaviour• Sustainability and ethical consumption• Globalization and consumer culture	8

Text Books-

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

Reference books-

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi



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Course name & code- 305- MKT Marketing Research	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 305.1	REMEMBERING	Describe and identify the main steps in the marketing research process.
CO 305.2	UNDERSTANDING	Analyze the advantages and disadvantages of different research designs, data sources, data collection tools, sample techniques, and analysis instruments by comparing them.
CO 305.3	APPLYING	DISPLAY an awareness of the ethical parameters that market research must adhere to.
CO 305.4	ANALYZING	Analyse quantitative data and make the relevant assumptions To address a real-world marketing issue,
CO 305.5	EVALUATING	Create and evaluate a market research proposal to an actual marketing research issue.
CO 305.6	CREATING	Plan a quantitative or qualitative Market Research and illustrate the capacity to analyse data with appropriate analysis to resolve a marketing issue.



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Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Marketing Research: Definition of MR- Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Scope and Significance of Marketing Intelligence in decision making- Marketing Information System and Marketing Research, Marketing Decision Support System- International Market Research-	9
2	Marketing Research Proposal: The Marketing decision problem and marketing research problem, Defining the marketing research problem, developing the research approach, marketing research proposal (Background - problem/opportunity , Objectives , Research Design – Quantitative & Qualitative approaches, Population definition, Sample Plan, Sample size, Sampling Methodology, Data collection methods, Data collection instruments, Statistical analysis, Cost Estimates, Time line, Appendices), Report Writing-ethics in marketing research	9
3	Data Analysis Hypothesis Testing – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation- correlation and regression, - Report Writing - Presentation of Data.	9
4	Advanced Analytical Tools: Cluster analysis for identifying market segments, Conjoint analysis for Product research, Factor analysis, Multi-dimensional scaling, Discriminant analysis and perceptual mapping for Brand positioning research, Validity & reliability of Measurement,	9
5	Application of Marketing Research: Product Research – New Product Development and Test Marketing – Advertising Research – Sales Control Research – Brand Research-Advertising Research = Market Segmentation and Positioning - Sales Forecasting Tools- International Marketing Research	9

Text Books-

1. MARKETING RESEARCH: AN APPLIED ORIENTATION, Naresh K. Malhotra, Pearson Education..
2. Marketing Research, G C Beri, TMGH
3. Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES, Tata McGrawHill Publishing Company Limited, new Delhi
4. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
5. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Reference books-

- 1.. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research: Text and Cases- Rajendra Nargundkar



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Course name & code- 306-MKT-A Customer Relationship Management	Course Type-SE
LTP-1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

Course Objectives:

1. To understand the key concepts and theories related to CRM
2. To Apply principles, theories and models of CRM in B2B and B2C markets
3. To evaluate Customer acquisition and retention strategies
4. To Develop CRM strategies/plans for various B2B and B2C markets

CO#	Cognitive ability	COURSE OUTCOMES (CO'S)
CO 306.1	REMEMBERING	Define basic concepts and theories related to CRM
CO 306.2	UNDERSTANDING	Understand and explain key concepts and theories associated with CRM.
CO 306.3	APPLYING	Apply and Illustrate principles, theories and models of CRM in B2B and B2C markets.
CO 306.4	ANALYZING	Analyse Customer acquisition and retention strategies
CO 306.5	EVALUATING	Evaluate suitability and effectiveness of CRM strategies in specific marketing situation
CO 306.6	CREATING	Create CRM strategies/plans for various B2B and B2C markets

Unit #	Content	Contact Hours (1 hr =60min)



1	Fundamentals of CRM 1.1 Introduction to CRM: Definitions of CRM, Types of CRM-Strategic, Operational, Analytical, Collaborative. Strategic CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, Models of CRM 1.2: Understanding relationships What is a relationship?, Change within relationships, Relationship quality, Why companies want relationships with customers?, Why companies do NOT want relationships with customers? Customer Lifetime value (LTV), Computing LTV, Why customers want relationships with suppliers? Why customers do NOT want relationships with suppliers? Customer satisfaction, loyalty and business performance, Customer satisfaction-profit chain, Relationship management theories.	7
2	Customer Acquisition and Retention 2.1 Acquisition of new customer, Understanding Customer Value, Sources of customer value, Value through the marketing mix: Value from products, service, processes, people, physical evidence, customer communication, channels, customer value estimates, KPI of a customer acquisition program, Customer Touch Points, Customer Equity 2.2 Concept of Customer retention, Role of CRM in Customer in retention, Economics of customer retention, Strategies of customer retention, KPI of customer retention program, Terminating customer relationship and its strategies, Concept and Significance of Customer Loyalty, Customer Life Cycle, Recency, Frequency and Monetary Value (RFM) Analysis	7
3	CRM Mechanics 3.1 Maintaining customer database, Desirable database attributes, Data marts, Data warehousing, Data integration, Data mining and Privacy issues. 3.2 Customer Portfolio Management-Concept and basic disciplines, Market segmentation-sales forecasting and CPM, CPM in B2B, Seven core customers' management strategies. 3.3 CRM and Customer Experience Management: Concept of Customer experience, experiential marketing strategies and Tactics, Customer experience and Role of CRM	5
4	Overview of CRM in B2C and B2B Market 4.1 Service business characteristics and classification, Service recovery, CRM in Banking Industry, Hospitality Industry, Aviation Industry, Telecom and Retail industry 4.2 CRM in Consumer durable Industry and its application. - White Goods, common CRM Tools in Practice and improvisation for Quality Service Assurance 4.3 Importance of CRM in B2B markets, Key Account Management, Supply channel Management, Internal CRM and Employee relationship management	5
5	Implementation of CRM and Future Trends in CRM 5.1 CRM Implementation Process, Evaluation of CRM process, Challenges in CRM implementation, Customer Care Management through Information Technology Tools – Electronic Point of Sales (ePOS), Sales Force Automation 5.2 Emerging trends in CRM, Social CRM, e-CRM, Challenges involved in formulating and implementing e-CRM strategies, Multichannel CRM, Role of Social media in CRM, Six E's of e-CRM,, Mobile CRM, Artificial Intelligence (AI) with CRM System	6



Suggested Text Books-

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
2. Relationship Management – Text and Cases, S. Shajahan, TMGH
3. J N Sheth, Atul Parvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
4. Customer Relationship Management: Concepts and Cases, Second Edition, Alok Kumar Rai PHI learning Pvt Ltd, New Delhi

Suggested Reference books-

1. Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications.
2. Zikmund, McLeod, Gilbert, Customer Relationship Management
3. Customer Relationship Management- Concepts and Technology, Second Edition, Francis Buttle, Elsevier, Sabre foundation
4. Brown, Stanley A 2001, Customer Relationship Management, John Wiley & Sons
5. Anderson, Kristin, 2002, Customer Relationship Management, Tata McGraw-Hill

Course name & code- 306-MKT-B Personal Selling Lab	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	To introduce students to the fundamental concepts and theories of personal selling.
CO 306.2	UNDERSTANDING	To understand ethical considerations and professional conduct in personal selling practices.
CO 306.3	APPLYING	To apply theoretical knowledge to real-world selling scenarios through role-plays and simulations.
CO 306.4	ANALYZING	To analyze the importance of building and maintaining long-term relationships with customers.



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CO 306.5	EVALUATING	To explore different selling approaches and strategies tailored to diverse customer needs and preferences
CO 306.6	CREATING	To develop practical skills in prospecting, communication, and negotiation for effective personal selling.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Personal Selling- Definition and importance of personal selling, Evolution of personal selling techniques, Role of personal selling in the marketing mix.	6
2	Buying Motives- Concept of motivation, Maslow's theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling. Personal Sales Process - Steps in the sales process (prospecting, pre-approach, approach, presentation, handling objections, closing, follow-up)Solution selling vs. product selling	6
3	Communication Skills in Personal Selling <ul style="list-style-type: none"> Verbal and non-verbal communication techniques Active listening and questioning skills Presentation skills and persuasive communication 	6
4	Negotiation Skills for Sales Professionals <ul style="list-style-type: none"> Principles of negotiation Tactics and strategies in negotiation Handling objections and resolving conflicts Ethical Issues in Personal Selling <ul style="list-style-type: none"> Professional conduct and ethical standards Dealing with ethical dilemmas in selling Building trust and credibility with customers 	6
5	Case Studies and Role-Playing Exercises <ul style="list-style-type: none"> Analysis of real-world personal selling scenarios Role-playing exercises and simulations to practice selling skills 	6

Reference books-

- 1-Johnson, Kurtz and Schueing, Sales Management, McGraw Hill .
- 2- Kapoor Neeru, Advertising and personal Selling, Pinnacle, New Delhi.



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Course name & code- 307-MKT-A Marketing 6.0 & Current Trends & Cases in Marketing	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	Recall fundamental marketing concepts, theories, and models.
CO 307.2	UNDERSTANDING	Comprehend the evolution of marketing from traditional to modern paradigms, Interpret case studies and current trends in marketing within a theoretical framework.
CO 307.3	APPLYING	Implement innovative marketing strategies to address current market challenges and opportunities.
CO 307.4	ANALYZING	Critically assess the impact of emerging technologies and trends on marketing practices.
CO 307.5	EVALUATING	Evaluate the strengths and weaknesses of various marketing approaches in different market environments.
CO 307.6	CREATING	Design comprehensive marketing plans that integrate traditional and digital marketing strategies.

Unit #	Contents	Contact Hours (1 hr =60min)



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1	Introduction to Marketing 6.0-Evolution of marketing: From 1.0 to 6.0 <ul style="list-style-type: none">• Characteristics and features of Marketing 6.0• Role of technology and digitalization in Marketing 6.0• Case studies illustrating Marketing 6.0 concepts• Future trends in marketing	6
2	Consumer Behavior in the Digital Age- <ul style="list-style-type: none">• Understanding modern consumer behavior• Impact of digital technologies on consumer decision-making process• Personalization and customization in marketing strategies• Psychological factors influencing online purchasing behavior• Case studies on successful digital marketing campaigns	6
3	Social Media Marketing-Overview of social media platforms and their demographics <ul style="list-style-type: none">• Strategies for social media engagement and content creation• Social media analytics and measurement tools• Influencer marketing and brand advocacy on social media• Case studies of effective social media marketing campaigns	6
4	Data-Driven Marketing-Importance of data in modern marketing strategies <ul style="list-style-type: none">• Data collection methods and sources• Data analysis techniques for marketing insights• Personalization and targeting using customer data• Case studies demonstrating data-driven marketing success	6
5	Emerging Trends and Innovations in Marketing-Augmented reality (AR) and virtual reality (VR) in marketing <ul style="list-style-type: none">• Artificial intelligence (AI) and machine learning applications in marketing• Voice search optimization and conversational marketing• Sustainability and ethical marketing practices• Case studies of innovative marketing campaigns leveraging emerging trends	6

Text Books-

1- "Marketing 6.0: From Products to Customers to the Human Spirit"

Author: Philip Kotler, Publisher: Wiley

Reference books-

1-"Digital Marketing Strategy: An Integrated Approach to Online Marketing", Author: Simon Kingsnorth, Publisher: Kogan Page



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Course name & code- 307-MKT-B- Product & Brand Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	To familiarize the students with the concept of product and brand,
CO 304.2	UNDERSTANDING	Understanding of product and brand management concepts and principles.
CO 304.3	APPLYING	After the acquisition of product and brand knowledge, students can effectively test the product with various possibilities.
CO 304.4	ANALYZING	Analyze and evaluate product development strategies and their impact on organizational performance.
CO 304.5	EVALUATING	Develop branding as marketing strategy; brand equity, its importance and measurement,
CO 304.6	CREATING	Create and retain brand equity; operational aspects of brand management.

Unit #	Contents	Contact Hours (1 hr =60min)
1	Basics of Product Management: Basic concept of product, levels, Product-Life Cycle: Concept, strategies related to different stages of PLC. Product Portfolio: Concept, Importance, Competition & Product Strategy. Understanding Company Product/Brands and Competitive Brand Market Position.	6



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2	New Product and Product Market Analysis: Meaning and Importance of new product– Types of new product. Stages of new product development–Reasons for failure of a new product, Innovation Strategies. Product Market Orientation with respect to few products– Toothpaste, Motorcycle, Paints–Challenges faced by Companies during the branding phases.	5
3	Branding & Brand Management: The concept of Brand Equity, creating brands in a competitive market, types of brands, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations.	6
4	Strategic Brand Management Process: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, Brand Revitalizing and Brand Reinforcement, Types of branding strategies. Steps in brand development strategies. Brand switching. Case studies	6
5	Managing Brand Equity: Customer Based Brand Equity (CBBE)– Understanding and measuring brand equity using different methodologies, Monitoring brands, Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, Brand Associations), Designing and Implementing Branding Strategies.	7

Text Books-

Reference books-

1. Brands, Brand Management, and the Brand Manager System: A critical-historical evaluation, Low George S, Fullerton Ronald A, Journal of Marketing Research; May 1994; 31, 2
2. Marc Annacchino, New Product Development: From Initial Idea to Product Management, Elsevier Publishers
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Managing Indian Brands–Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
5. Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001



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Structure for Finance Management Specialization Courses

MBA-II, SEMESTER-III

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
304 FIN	Advanced Financial Management	SC	3	1	-	4	25	25	50	100
305 FIN	Security Analysis & Portfolio Management	SC	3	1	-	4	25	25	50	100
(Select any 1 from 306 -A & 306 -B)										
306-FIN-A	Digital Banking	SE	1	1	-	2	50	-	-	50
306-FIN-B	Financial Planning and Tax Management	SE	1	1	-	2	50	-	-	50
(Select any 1 from 307 -A & 307 -B)										
307-FIN-A	Current Trends & Cases in Finance	SE	1	1	-	2	50	-	-	50
307-FIN-B	Foreign Exchange And Risk Management	SE	1	1	-	2	50	-	-	50
Total			8	4	0	12				300



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Detailed syllabus for Finance management Specialization SEM-III



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Course name & code- 304-FIN Advanced Financial Management	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304.3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304.4	ANALYZING	ANALYZE the options for making the right financial decisions of a firm
CO 304.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value.
CO 304.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

Unit #	Content	Contact Hours (1 hr =60min)



1	Financial Forecasting: Sales Forecast -Preparation of Pro-Forma Income Statement and Balance, Sheet - Growth and External Funds Requirement EFR , Leverage: Measuring and analysing the implications of Leverage - Operating Leverage, Financial, Leverage and Total Leverage. Capital Structure Theories Approach, Financial Distress & Agency Cost - Asymmetric Information Theory.	9
2	Capital Structure Policy: Business & Financial Risk - A Total Risk Perspective Business & Financial Risk, Determinants of Capital Structure Decision - Approach to Estimating the Target Capital Structure -, EBIT / EPS Analysis and ROI / ROE Analysis Dividend Policy: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model. Basics of Capital Expenditure Decisions: The Process of Capital Budgeting - Basic Principles in Estimating Cost and Benefits of Investments -Appraisal Criteria: Discounted and No Discounted Methods (Pay-Back Period -Average rate of return - Net Present Value - Benefit Cost Ratio - Internal Rate of Return)	10
3	Analysis of Project Cash Flows: Cash Flow Estimation - Identifying the Relevant Cash Flows - Cash Flow Analysis - Replacement, Cash Flow Estimation Bias - Evaluating Projects with Unequal Life Estimation of Working Capital Needs: Objectives of Working Capital (Conservative vs Aggressive Policies), Static vs Dynamic View of Working Capital - Factors Affecting the Composition of Working Capital Independence among Components of Working Capital - Operating Cycle Approach to Working Capital.	10
4	Inventory Management: Nature of Inventory and its Role in Working Capital - Purpose of Inventories - Types and Costs of Inventory - Inventory Management Techniques - Pricing of Investments - Inventory Planning and Control. Receivables Management: Purpose of Receivables - Cost of Maintaining Receivables -Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, Collection Program), Credit Evaluation - and Monitoring Receivables.	8
5	Financing Current Assets: Behaviours of Current Assets and Pattern of Financing - Accruals - Trade Credit - Provisions - Short- Term Bank Finance - Factoring Treasury Management and Control: Cash Management - Meaning of Cash - Need for and Objectives of Cash Management - Cash Forecasting and Budgets - Cash Reports - and Efficient Cash Management.	8

Text Books-

1. Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi.
2. Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi.
3. Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi.
4. Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House

Reference books-



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1. Financial Management: Theory & Practice by Eugene F. Brigham, Michael C. Ehrhardt
2. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.

Course name & code- 305-FIN Security Analysis and Portfolio Management	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 305.1	REMEMBERING	Different sectors of economy, registered companies in the sectors and their high and low stock prices during given period
CO 305.2	UNDERSTANDING	Obtain various analytical skills to evaluate markets and stocks
CO 305.3	APPLYING	Studying risk and reward concept with paper trades
CO 305.4	ANALYZING	Deciding entry price for stocks with fundamental analysis
CO 305.5	EVALUATING	Calculating risks involved in future trades before entering in to it
CO 305.6	CREATING	Designing a portfolio for different age groups.



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Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1: Understanding capital markets. 1.1 Learning about investment process, risks associated with investments. 1.2 Understanding Stock exchanges and money markets 1.3 Structure, functioning and limitations of markets 1.4 Segments of equity markets 1.5 Regulatory mechanism : SEBI, its guidelines and investor protection.	9
2	Unit-2: Risks involved and reward generation 2.1 Concept of risk, risk evaluation and standard methods to risk calculation. 2.2 Setting up reward for the risk taken and its calculative approach. 2.3 Valuation of equity shares- equity valuation models. 2.4 Methods of valuation : technical approach and fundamental approach.	10
3	Unit-3 Portfolio Management 3.1 Designing the portfolio as per needs of clients 3.2 Setting up alternative strategies 3.3 Importance of mutual funds in portfolio 3.4 Capital management in idle time and trending markets.	8
4	Unit-4 Futures and options segment 4.1 Concept of derivatives trading and settlement process of option prices 4.2 Advantages and disadvantages of futures trading and margin facility. 4.3 Risk categorisation for options traders	9
5	Unit-5 Effective use of hedging in portfolio management 5.1 Designing strategies of fixed income with options. 5.2 Minimizing the risk by using derivatives products 5.3 Generating consistent returns from large funds.	9

Text Books-

1. Securities analysis and portfolio management - Fischer and Jordan

Reference books-

1. How to make money trading equity markets with Charts - Dr.Ashwani Gujral
2. Investment analysis and portfolio management - Mr. Ranganatham
3. The intelligent investor - Benjamin Graham.

Course name & code- 306-FIN-A- Digital Banking	Course Type-SE
LTP- 1:1:0	Total number of



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Total Credits:2

Hours- 30

Evaluation scheme & Marks

Concurrent Evaluation (CE)-1 & 2 **50 marks**

Total marks **50 Marks**

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	Recall the history and evolution of digital banking.
CO 306.2	UNDERSTANDING	Explain the benefits of digital banking over traditional banking.
CO 306.3	APPLYING	Implement security best practices when accessing digital banking services.
CO 306.4	ANALYZING	Analyze transaction data to identify trends and patterns.
CO 306.5	EVALUATING	Assess the effectiveness of different digital banking security protocols.
CO 306.6	CREATING	Design a new feature for a digital banking app to enhance user experience.

Unit #	Content	Contact Hours (1 hr =60min)
1	Banking Technology: Essentials of Bank computerization Computer Systems; LANs; WANs; UPS; Core Banking Payment Systems and Electronic Banking: ATMs; HWAK; PIN; Electromagnetic Cards; Electronic Banking; Signature Storage & Retrieval System; CTS; Note & Coin Counting Machines; Microfiche; NPC; RUPAY	6
2	On Line Banking : Online Enquiry and Update Facilities – Personal Identification Numbers and their use in conjunction with magnetic cards of both credit and debit cards, smart cards, signature storage and display by electronic means, cheque transaction, notes and coin counting device	6
3	Data Communication Network and EFT systems: Components & Modes of Transmission; Major Networks in India; Emerging Trends in Communication Networks for Banking; Evolution of EFT System; SWIFT; Automated Clearing Systems; Funds Transfer Systems; Recent Developments in India	6



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4	Role of Technology Up gradation and its impact on Banks: Trends in Technology Developments; Role & Uses of Technology Up gradation; Global Trends; Impact of IT on Banks Preventive Vigilance in Electronic Banking Phishing; Customer Education; Safety Checks; Precautions	6
5	Security Considerations Risk Concern Areas; Types of Threats; Control Mechanism; Computer Audit; IS Security; IS Audit; Evaluation Requirements; Overview of IT Act: Gopalakrishna Committee Recommendations	6

Text Books-

1. Digital Banking and Financial Technology" by Tanai Khiaonarong
2. FinTech and RegTech: Transforming Financial Services" by Douglas W. Arner, Janos Barberis, Ross P. Buckley
3. The Economics of Fintech and Digital Currencies" by Chandrasekhar V. Ghosh, D. Kobayashi, D. Mazumder
4. Financial Services Technology" by Randall E. Duran
5. Digital Finance: Big Data, Start-ups, and the Future of Financial Services" by Perry H. Beaumont
6. Handbook of Digital Banking and Financial Inclusion" by Subbarao Varambally

Reference books-

1. "Bank 4.0: Banking Everywhere, Never at a Bank" by Brett King
2. "Digital Bank: Strategies to Launch or Become a Digital Bank" by Chris Skinner
3. The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries" by Susanne Chishti and Janos Barberis
4. Breaking Banks: The Innovators, Rogues, and Strategists Rebooting Banking" by Brett King
5. Digital Banking Tips: Practical Ideas for Disruptors!" by Tolga T. Tavlas
6. Bank 3.0: Why Banking Is No Longer Somewhere You Go, But Something You Do" by Brett King

Course name & code 306-FIN-B- Financial Planning and Tax Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
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CO 306.1	REMEMBERING	Recall and define key concepts related to financial planning and tax management. Memorize important principles of taxation laws and regulations in India. Retain information on various financial instruments and their tax implications.
CO 306.2	UNDERSTANDING	Understand the significance of financial planning for individuals and organizations in the Indian context. Comprehend the process of tax planning and its role in financial decision-making. Grasp the basics of estate planning and wealth management principles
CO 306.3	APPLYING	Apply financial planning techniques to set and achieve financial goals for individuals and businesses. Utilize tax planning strategies to optimize tax liabilities for individuals and organizations. Implement wealth management strategies to preserve and grow assets effectively.
CO 306.4	ANALYZING	Analyze financial statements and assess the financial health of individuals and businesses. Evaluate the impact of different investment options on financial portfolios. Critically analyze tax laws and regulations to identify opportunities for tax savings.
CO 306.5	EVALUATING	Evaluate the effectiveness of financial plans in meeting predefined objectives. Assess the tax efficiency of investment strategies and recommend improvements. Evaluate the adequacy of estate planning measures in wealth preservation and distribution.
CO 306.6	CREATING	Design comprehensive financial plans tailored to the specific needs and goals of clients. Develop tax-efficient investment portfolios considering risk tolerance and time horizon. Create estate plans that ensure smooth transfer of assets and minimize tax implications.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Financial Planning and Tax Management, Understanding the concepts of financial planning and tax management, Importance of financial planning for individuals and organizations, Basics of tax management and its significance in financial decision-making.	6



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2	Financial Planning Process–Goal setting and identification of financial objectives .Cash flow management and budgeting. Investment planning and portfolio management. Risk management and insurance planning.	6
3	Taxation Laws and Regulations, Overview of income tax laws and regulations., Tax planning strategies for individuals and businesses., Understanding tax compliance and reporting requirements., Tax-saving instruments and exemptions.	6
4	Estate Planning and Wealth Management, Concepts and principles of estate planning., Wealth accumulation and distribution strategies. Legal aspects and documentation involved in estate planning. Role of financial advisors in wealth management.	6
5	Case Studies and Practical Applications, Analysis of real-world financial planning and tax management scenarios. Application of theoretical concepts to practical situations. Problem-solving exercises and case discussions.	6

Text Books-

Indian Textbooks:

1-Financial Planning and Tax Management in India by Ravi Gupta and Suresh Kumar, Publisher: Taxmann Publications

2-Personal Financial Planning in India: A Guide for Individuals and Families by Amar Pandey, Publisher: McGraw Hill Education India

3-Tax Planning and Management in India by Girish Ahuja and Ravi Gupta, Publisher: Bharat Law House

Reference Books:

1-Wealth Management in India by Arvind Mayaram and Ramesh Thakur Publisher: Oxford University Press India

2-Income Tax Planning and Management by V. K. Singhania and Monica Singhania Publisher: Taxmann Publications

3-Estate Planning in India: Strategies for Wealth Preservation by Anil Lamba Publisher: Vision Books

Course name & code 307-FIN-A- Current Trends and Cases in Finance	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks



The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO 307.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO 307.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO 307.4	ANALYZING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 307.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.
CO 307.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

Unit #	Content	Contact Hours (1 hr =60min)
1	Investment Decision Equivalence of NPV and IRR, Modified Internal Rate of Return, Investment Analysis under Inflation, Annual Equivalent Method, Replacement of an existing asset, Investment decision under capital rationing, Programming approach to capital rationing, Scenario Analysis, Simulation Analysis, Utility Theory, Real options, Qualitative factors and judgment in capital budgeting	6
2	Financing Decision The Trade-off Theory, Pecking Order Theory, FRICT Analysis, Approaches to establish target capital structure, Practical considerations in determining capital structure, Equity cashflows or flow to equity approach, Capital cashflows and the opportunity cost of capital, Adjusted Present Value, The Adjusted cost of capital, Valuation of a firm	6
3	Dividend Decision Informational content of dividends, Practical considerations in dividend policy, Target payout and dividend smoothing – Linter's Model of corporate dividend behaviour, Bonus share vs Share Split, Buyback of shares, Dividend policy analysis	6



4	Working Capital Management Issues in working capital management, Collection Experience Matrix, Analysis of investment in inventory, Computerized inventory control systems, Baumol's model, The Miller-orr model.	6
5	Microfinance Meaning, definition and conceptual framework and its history– Models of microfinance – Microcredit Vs Micro-savings Vs Microfinance – Microfinance institutions (MFI) Development of microfinance in India – GOI, RBI and NABARD initiatives for development of microfinance in India – Innovative microfinance models in India – Issues faced by microfinance in India – case study of SKS MFI and Grameen Bank. Value chain financing – Rural finance – need for rural finance – Chit fund finance and its regulation in India – Sharadha chit fund case study, Shadow banking. Small Finance Banks – Operating guidelines of Reserve Bank of India for small finance banks – Small finance banks and financial inclusion – History and list of small finance banks –functions of small finance banks – Business model of small finance banks.	6

Text Books-

1. Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi.
2. Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi.
3. Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi.
4. Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House

Reference books-

1. Financial Management: Theory & Practice by Eugene F. Brigham, Michael C. Ehrhardt
2. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.

Course name & code 307-FIN-B-Foreign Exchange Management and Risk Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO	REMEMBERING	Students will be prepared to remember/understand with foreign exchange market



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307.1		structure, market dealings.
CO 307.2	UNDERSTANDING	Understand the functions and players in the foreign exchange market and
CO 307.3	APPLYING	Gain and apply the knowledge to manage the exchange exposures.
CO 307.4	ANALYZING	Analyse and learn the forward and spot market operations and enable the students to acquire knowledge about currency swaps
CO 307.5	EVALUATING	Evaluate and learn the futures and options dealings.
CO 307.6	CREATING	Create exchange control measures, policies and regulations and help students to understand the different types of exchange rate risks.

Unit #	Content	Contact Hours (1 hr =60min)
1	Foreign exchange Management: · Concept of Forex Management · Scope & Significance of Forex Management. · Advantages of FOREX Trading Interest Rates: · Meaning of interest rate · Risk free interest rate and risk-free rates · Interest rate risk and forward rates · Interest rate swaps	6
2	Currency risk. Currency Forward contracts: · Operations, characteristics and pricing. Currency Futures: · Meaning	6
	· Specifications on exchange traded currency futures contract · Pricing of currency futures · Hedging with currency futures Currency options. Currency Swaps: · Difference between an interest rate swap and a currency swap · Basic structure of currency swaps (Simple and comparative advantage) · Uses of currency swaps	6
	Risk Management	



III	<ul style="list-style-type: none"> Foreign Exchange Exposure & Risk: A comparison. Types of exposure: Economic Exposure (Transaction Exposure, Operating Exposure) & Accounting Exposure (Translation Exposure). <p>Transaction Exposure:</p> <ul style="list-style-type: none"> Forward Market hedge Hedging through currency futures, hedging through currency options Money market hedge Leads & lags, cross hedging, currency diversification etc. (Theory & Practical) <p>Translation Exposure:</p> <ul style="list-style-type: none"> Monetary/non - monetary method Temporal Method, Current rate method (Theory). <p>Operating Exposure:</p> <ul style="list-style-type: none"> Product and Market Strategy, Production Strategy, Pricing Strategy, Technology (Theory). 	6
IV	<p>Non-Resident Deposits & Investments:</p> <ul style="list-style-type: none"> Definition of Residents and Non-Residents Non-Resident Accounts Residents Foreign Currency Accounts. <p>Basics of International Taxation & Transfer Pricing:</p> <ul style="list-style-type: none"> AS21 o Applicability and scope 	6

Reference books-

1. International Financial Management" by Jeff Madura, Edition: 13th Edition (2021), Publisher: Cengage Learning
2. Multinational Financial Management" by Alan C. Shapiro, Edition: 11th Edition (2019), Publisher: Wiley

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

List of Journals / Periodicals / Magazines / Newspapers, etc.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Global Economics
5. Chartered Financial Analyst
6. Journal of Applied Finance
7. CFA Reader
8. Business Today
9. Business India
10. Business World



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Structure for Human Resource Management Specialization Courses MBA-II, SEMESTER-III

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
304 - HRM	Talent Management and Competency Mapping	SC	3	1	-	4	25	25	50	100
305 - HRM	Compensation Management	SC	3	1	-	4	25	25	50	100
(Select any 1 from 306 -A & 306 -B)										
306 - HR-A	Employee Relations & Labour Legislation	SE	1	1	-	2	50	-	-	50
306 - HR-B	E - HRM	SE	1	1	-	2	50	-	-	50
(Select any 1 from 307 -A & 307 -B)										
307 - HR-A	Current Trends & Cases in HR	SE	1	1	-	2	50	-	-	50
307 - HR-B	Leadership Development and Succession Planning	SE	1	1	-	2	50	-	-	50
Total			8	4	0	12				300



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Detailed Syllabus for Human Resource Management

MBA-II, SEMESTER-III



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Course name & code- 304 - HRM Talent Management and Competency Mapping	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45
Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	Provide insights to the process of attraction, acquisition, and retention of talent in Organizations.
CO 304.2	UNDERSTANDING	Develop a clear understanding of talent management and its linkage with organizational strategy and other HR practices.
CO 304.3	APPLYING	Provide the understanding of competency mapping and development for acquiring ,retaining and developing the talent in the organization.
CO 304.4	ANALYZING	Provide them the process of identifying and developing the potential talent to fulfil the present and future need of the organization.
CO 304.5	EVALUATING	Cover the emerging trends in Talent management such as HR Accounting, HR Audits.
CO 304.6	CREATING	To design strategies in fulfilling the needs of higher-level management.

Unit #	Content	Contact Hours (1 hr =60min)
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1	Introduction to Talent Management: Introduction to Talent Management: Concept, Meaning & Objectives, Role of Talent Management in building Sustainable Competitive Advantage to a firm; Key Processes of Talent Management: Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Consequences of Failure in Managing Talent, Identifying and Assessing High-Potential Talent: Current Organizational Practices .Case Studies	9
2	Talent Acquisition: Talent Acquisition: Job Analysis, developing job Description & Job Specification, Attracting and Recruiting the best Talents, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. HR Planning for Talent Management: Process (using MS-Excel and quantitative tools), Evaluation of factors affecting HR Planning, Strategic view of Recruitment & Selection. Case Studies	9
3	Competency based strategic Recruitment and Selection: Recruitment and Selection Process: Introduction, Sources of Recruitment, Use of Assessment Centres, Selection Errors & Minimizing Selection Errors, Reliability & Validity of Selection Tests, Formulating a recruitment strategy for senior level executives. Talent Development: Need Analysis, Knowledge Management, Stress Management, Competency mapping and Development, Developing Leadership Talent and Emotional Capabilities. Case Studies	9
4	Employee Retention:Employee Retention: Comprehensive approach to Employees Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal; Strategic Compensation plan for Talent Engagement: Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Career and Succession Planning. Employee Engagement: Process and outcomes of Employee Engagement, Ways of Achieving Employee Engagement Case Studies	9
5	Emerging Trends in HRM:Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary Talent Management Issues and Challenges. Case Studies	9

Text books

1. Rob Silzer (Editor), Ben E. Dowell (Editor), Strategy-Driven Talent Management: A Leadership Imperative, Wiley., 2009.
2. Gowri Joshi & Veena Vohra, Talent Management, Cengage Learning ,2017.

Reference Books

1. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,16th Edition,2020.
2. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill 2017.
3. Collings, Mellahi, Casicio, The Oxford Handbook of Talent Management, Oxford University Press, 2017



Course name & code- 305 - HRM Compensation Management	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 305.1	REMEMBERING	To identify key terms and concepts in compensation, wage, and salary administration. To recall provisions of social security and labor welfare laws affecting compensation.
CO 305.2	UNDERSTANDING	To explain the impact of compensation strategies on employee performance and satisfaction. To describe legal and tax considerations in compensation and benefits planning.
CO 305.3	APPLYING	To demonstrate the ability Apply wage determination methods to design compensation packages. Utilize knowledge of social security laws to ensure compliance in compensation practices.
CO 305.4	ANALYZING	Analyze different compensation systems and structures to determine their effectiveness and alignment with company objectives and employee satisfaction.
CO 305.5	EVALUATING	Critically assess various compensation management strategies and models, weighing their pros and cons, and recommend improvements based on data-driven insights.
CO 305.6	CREATING	Design compensation plans, ensuring they comply with legal requirements and support employee engagement and performance.



Unit #	Content	Contact Hours (1 hr =60min)
1	Compensation, Wage and Salary - Definition - Compensation Wage & Salary Administration - Nature and Scope, wage determination process, Factors Influencing wage and Salary Administration. Wage - Theories of Wages, Types of Wages - Time rate, piece rate, debt method, Wage differentials.	9
2	Incentives and Fringe Benefits - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy. Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.	9
3	Compensation under Social Security Laws Laws Relating to Workmen's Compensation: The Employee's Provident Fund and Miscellaneous Provisions Act, 1952, The Employee's State Insurance Act, 1948, The Workmen's Compensation Act 1923, The Payment of Bonus Act, 1965, The Payment of Gratuity Act 1972, Maternity Relief.	10
4	Compensation under Labour Welfare: Wages and Bonus Laws - The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions. Objectives and scope of all these Laws, Amendments till date. . The Impact of fifth pay scale on Central and State Government	9
5	Tax Planning Introduction to Tax Planning TDS, Profession tax, Form – 16 A and B, Form 26 AS, PF, ESI; Calculation of total compensation package: Basic Pay, Provisions for Dearness allowance Calculation of CTC and designing salary structure, various methods of compensating cost of living, Voluntary Retirement Scheme; Incentives and Retirement Plan.	8

Text Books-

1. Dewakar Goel, Performance appraisal and compensation management, PHI learning, New Delhi, 2008
2. Richard.I. Henderson, Compensation Management In A Knowledge Based World, Prentice Hall India, New Delhi.
3. Richard Thrope & Gill Homen, Strategic Reward Systems, Prentice Hall India, New Delhi.
4. Michael Armstrong & Helen Murlis, Hand Book Of Reward Management, Crust Publishing House.
5. Bhattacharyya, D.K. (2006), Human Resource Management, 2nd Edn, Excel Books, New Delhi.

Reference books-



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1. Dasgupta, A.K. (1976), A Theory of Wage Policy, Oxford University Press, New Delhi.
2. Subramanian, K.N. (1987), Wages in India, Tata McGraw-Hill, New Delhi.
3. Verma, P. (1987), Labour Economics and Industrial Relations, Tata McGraw-Hill, New Delhi.

Course name & code-306-HR-A Employee Relations & Labour Legislation	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	SHOW awareness of important and critical issues in employee relations.
CO 306.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO 306.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO 306.4	ANALYZING	OUTLINE the role of Government, society and trade unions in employee relations.
CO 306.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO 306.6	CREATING	DISCUSS the relevant provisions of various labour legislations.

Unit #	Content	Contact Hours (1 hr =60min)
1	INTRODUCTION: -Background of employee relations, concept, definition, scope, objectives, factors, participants and importance of employee relations, Approaches to employee relations-the Dunlop's approach, the social action approach, the human relations	5+1



	approach and the Gandhian approach, labour policies, role of ILO and its influence on legislation in India.	
2	Mechanism for harmonious ER:-collective bargaining-definition, meaning, nature, essential conditions, functions and importance, process and its implementation, workers participation in management and problem solving attitude, grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees.	5+1
3	Legislations governing employee relations: -The industrial Disputes Act ,1947-definition-industry, workmen and industrial dispute, authorities under the Act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure. The contract labour (regulation and abolition) act 1970-Advisory boards, registration of establishment, licensing of contractor's welfare and health of contract labour, registers and other records to be maintained	5+1
4	Legislations governing unions and wages:-The Trade union Act 1926 - formation and registration of Trade unions, principle privileges of a registered trade unions, right of recognised trade unions, types and structure of trade unions, impact of globalisation on trade union movement, Maharashtra recognition of trade union and prevention of unfair labour practices Act 1971-unfair labour practices on the part of employers and employees, authorities and punishments, under the act, Minimum wages act 1848-definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records.	5+1
5	Legislation governing working environment:- The factories Act1948-definition of factory , manufacturing process, worker, occupier, provisions under health, safety and welfare, working hours, annual leave with wages ,prohibition of employment of young children , Maharashtra shops and establishment (regulation of Employment and conditions of service)Act 2017-scope, registration of establishment ,opening and closing hours, hours of work, interval for rest spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions , offenses and penalties , Maternity Benefit Act 1961- entire Act and latest amendment , the sexual harassment of women at workplace(prevention , prohibition and redressal)Act 2013- definition of sexual harassment , employee, workplace, complaints committee, compliant mechanism, aggrieved woman, chairperson, constitution of internal complaints committee, compliant, inquiry into compliant, duties of employer.	5+1

Text Books-

- 1- Industrial and Labour law ,S.P. Jain
- 2- Personnel Management, Edwin Flippo
- 3- Personnel Management , C.B. Mamoria
- 4- Dynamics of Personnel Administration, Rudrabaswaraj
- 5- Labour law in India ,S.C. Srivastava
- 6- Labour and Industrial law , N.D. Kapoor



Reference books-

- 1-Introduction of Labour and Industrial Laws, Avatar Singh
- 2-Elements of Mercantile Law, N.D. Kapoor, Sultan Chand
- 3-Bare Acts of professional/Snow white.
- 4-Guide on Labour Management forms and precedents (Law, Practice and procedure), S.D. Puri
- 5-Trade Unions and Collective Bargaining in India, P.N. Prasad
- 6-Social Security in India, B.K. Nagar

Course name & code-306-HR-B - E-HRM	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

Course Objectives:

This course provides students with a thorough introduction to electronic human resource management (e-HRM), a combination of two major management fields that impact the competitive advantage of companies - human resources and technology.

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	Enumerate fundamental concepts of HRIS
CO 306.2	UNDERSTANDING	Understand various technology-driven features that can be adapted
CO 306.3	APPLYING	Determine the impact of technology on HRM functions
CO 306.4	ANALYZING	Analyse issues regarding technology in HRM functions
CO 306.5	EVALUATING	Develop competencies needed to adapt technology in HRM functions

Unit #	Content	Contact Hours (1 hr)
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		=60min)
1	Basics Of Human Resources & Information Technology	6
	Introduction: Comparison between HR & IT, Impact of IT on HR shift from conventional HR to web-based HRM, Ethical approach in the use of IT for HR Functions Data & Information needs for HR managers; Sources of data: Role of IT in HRM; IT for HR managers, E-HRM - Objectives with Advantages & Disadvantages.	
2	HR Application	
	Application Software for HR practices - HR planning activities, Staffing Application, Performance Management Application Software, Training & Development; Compensation & benefits application, Payroll application software, Job evaluation software, Impact of IT on Labour Relations	
3	Human Resource Information System (HRIS)	6
	Concept of HRIS, Evolution of HRM & HRIS, Need for HRIS, Advantages for HRIS, Designing of HRIS, Limitations of HRIS, Structure & Mechanism of HRIS, Programming Dimensions & HR Managers, Survey of Software Packages for Human Resource Information System including ERP software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens)	
4	E-Recruitment & E-Employee Profile	6
	Concept of E-Selection Recruitment, Advantages & Limitations of E-Recruitment; E-Recruitment system in India. Virtual learning & orientation; E-training & development, E-performance management and compensation design, Designing HR portals, Issues in employee privacy, Employee survey online,	
5	Current Trends In E-HRM	6
	Impact of IT Act 2000 (Amendment - IT Act 2008) on HR practices, Telecommuting - HRM in Virtual Organizations, E-Learning Strategies.	

REFERENCE / TEXTBOOKS

- 1) Human Resource Management by S.S.Khanka, S.Chand Publication
- 2) e-HRM -Digital Approaches, Directions & Applications, Mohan Thite; Routledge
- 3) Management Information System – By T. Lucey

Course name & code- 307 - HR-A - Current Trends & Cases in HR	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30



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Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	To recall fundamental concepts, facts, and recent developments in the field of Human Resources. Students will be able to list key HR trends, terminologies, and recent case studies accurately.
CO 307.2	UNDERSTANDING	To demonstrate comprehension of current HR trends by explaining ideas and concepts in one's own words. Students will be able to summarize the main ideas of recent HR trends and explain their impact on organizations.
CO 307.3	APPLYING	To break down complex HR trends into simpler parts and understand their structure. Students will be able to analyze recent HR case studies, identify patterns, and understand the relationships between different elements of HR practices.
CO 307.4	ANALYZING	To break down complex HR trends into simpler parts and understand their structure. Students will be able to analyze recent HR case studies, identify patterns, and understand the relationships between different elements of HR practices.
CO 307.5	EVALUATING	To make judgments based on criteria and standards. Students will be able to assess the effectiveness of HR strategies, critique HR methodologies, and evaluate the outcomes of HR initiatives.
CO 307.6	CREATING	To combine elements in a novel way to form a new pattern or structure in HR practices. Students will be able to design innovative HR projects, propose new HR strategies, and create original solutions based on their understanding of current HR trends and cases.

Unit #	Content	Contact Hours (1 hr
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		=60min)
1	<p>Introduction and Talent Management- Overview of the course and its objectives Introduction to major HR trends The role of HR in modern organization , Talent Management and Acquisition Recent trends in talent acquisition Employer branding and employee value proposition, Use of technology in recruitment Readings:</p> <ul style="list-style-type: none"> Case study: A tech company's innovative recruitment strategy Research papers on talent management <p>Activities:</p> <ul style="list-style-type: none"> Group presentation on emerging talent acquisition tools 	6
2	<p>Employee Engagement and Learning, Employee Engagement and Retention, Strategies for enhancing employee engagement, The impact of remote work on employee engagement, Best practices in employee retention Readings:</p> <ul style="list-style-type: none"> Articles on remote work and engagement Case study: Retention strategies in a multinational company <p>Activities: Workshop on designing employee engagement programs Readings:</p> <ul style="list-style-type: none"> Articles on remote work and engagement Case study: Retention strategies in a multinational company <p>Workshop on designing employee engagement programs Learning and Development Current trends in employee training and development The role of e-learning and digital platforms Evaluating the effectiveness of training programs</p> <ul style="list-style-type: none"> Readings: Chapter on learning and development from the textbook Case study: A corporation's comprehensive L&D strategy Activities: Simulation on developing a training program 	6
3	<p>Performance, DEI, and Analytics, Performance Management, Innovations in performance appraisal systems, Continuous feedback mechanisms, Aligning performance management with organizational goals</p> <ul style="list-style-type: none"> Readings: Articles on modern performance management systems Case study: Implementing a continuous feedback system Activities: Role-play on conducting performance reviews Diversity, Equity, and Inclusion (DEI) Importance of DEI in the workplace Trends and best practices in DEI Case studies on successful DEI initiatives Readings: Articles on DEI in the workplace Case study: A company's journey to enhance DEI Activities: Group discussion on creating an inclusive work environment 	6



	<p>HR Analytics and Data-Driven Decision Making</p> <p>Introduction to HR analytics</p> <p>Tools and technologies for data-driven HR decisions</p> <p>Case studies on the use of HR analytics</p> <ul style="list-style-type: none"> Readings: <p>Research papers on HR analytics</p> <p>Case study: Using data to improve HR outcomes</p> <ul style="list-style-type: none"> Activities: <p>Data analysis exercise using HR metrics</p>	
4	<p>Compensation, Technology, and Strategy</p> <p>Compensation and Benefits</p> <p>Trends in compensation and benefits</p> <p>Designing competitive compensation packages</p> <p>Case studies on innovative benefits programs</p> <ul style="list-style-type: none"> Readings: <p>Articles on compensation trends</p> <p>Case study: Revamping a company's benefits program</p> <ul style="list-style-type: none"> Activities: <p>Group project on designing a benefits package</p> <p>HR Technology and Digital Transformation</p> <p>The impact of digital transformation on HR</p> <p>Emerging HR technologies (AI, automation, etc.)</p> <p>Case studies on digital HR initiatives</p> <ul style="list-style-type: none"> Readings: <p>Articles on HR tech trends</p> <p>Case study: Implementing an AI-driven HR system</p> <ul style="list-style-type: none"> Activities: <p>Tech demo on HR software</p> <p>Strategic HR Management</p> <p>Aligning HR strategy with business strategy</p> <p>HR's role in organizational change</p> <p>Case studies on strategic HR initiatives</p> <ul style="list-style-type: none"> Readings: <p>Research papers on strategic HRM</p> <p>Case study: Strategic HR planning in a growing company</p> <ul style="list-style-type: none"> Activities: <p>Strategic planning exercise</p>	6
5	<p>Ethics and Future Trends</p> <p>Ethical Issues and Challenges in HR</p> <p>Ethical dilemmas in HR</p> <p>Legal considerations in HR practices</p> <p>Case studies on HR ethics</p> <ul style="list-style-type: none"> Readings: <p>Articles on HR ethics and law</p> <p>Case study: Navigating an ethical dilemma in HR</p> <ul style="list-style-type: none"> Activities: <p>Debate on ethical issues in HR</p> <p>Future Trends in HR</p>	6



<p>Predictions for the future of HR Preparing for the future workforce Emerging challenges and opportunities</p> <ul style="list-style-type: none"> Readings: <p>Forecast reports on the future of work Case study: Adapting to future HR trends</p> <ul style="list-style-type: none"> Activities: <p>Panel discussion with HR professionals Review and Integration Integrating course concepts Review of key trends and case studies Preparing for the final assessment</p> <ul style="list-style-type: none"> Activities: <p>Group discussions Q&A sessions</p>	
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Text Books-

- 1- "Human Resource Management" by Gary Dessler
2. "Agile HR: Delivering Value in a Changing World of Work" by Natal Dank and Riina Hellström

Reference Books-

1. "Human Resource Management: Gaining a Competitive Advantage" by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright
2. "Strategic Human Resource Management" by Jeffrey A. Mello
3. "The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees" by Jeanne C. Meister and Kevin J. Mulcahy

Course name & code- 307 - HR-B- Leadership Development and Succession Planning	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	Recall the various traits, styles, and behaviours associated with leadership. Remember the components of the international framework for analysing leadership.



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CO 307.2	UNDERSTANDING	Comprehend the contemporary leadership styles and their applications in various contexts.
CO 307.3	APPLYING	Apply leadership theories to real-world scenarios and case studies. Utilize the principles of leadership development to design effective leadership programs.
CO 307.4	ANALYZING	Analyse case studies or real-world examples to assess the influence of effective leadership on organizational performance and the impact of leadership on corporate culture and productivity improvement.
CO 307.5	EVALUATING	Critically assess current issues in leadership such as diversity, ethics, and global leadership challenges. Assess the barriers faced by women in leadership positions and evaluate strategies to overcome them.
CO 307.6	CREATING	Design a comprehensive leadership and succession planning framework that identifies and develops potential leaders within organizations, ensuring continuity and effectiveness in leadership transitions.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit I: Introduction to Leadership Definition and scope of leadership Key traits, styles, and skills of effective leaders International framework for analyzing leadership Personality types and their impact on leadership Introduction to the Five Factor Model of personality	5
2	Unit II: Leadership Theories Great Man Theory and Trait theory Behavioral Theories: Michigan studies, Ohio State University studies, Leadership Grid, Role theory Contingency Theories: Casual model of Leadership, Normative Decision model, Hersey Blanchard situational model, Vroom & Jago's model, House's Path Goal theory Contemporary leadership styles and their applications	6
3	Unit III: Leadership Development, Succession & Followership Characteristics and types of leadership development programs Leadership succession planning: Choosing a successor, Emotional aspects, Developing a pool of successors Essential qualities of effective followers Collaboration between leaders and followers	7



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4	Unit IV: Leadership and Corporate Culture Levels of Leadership within organizations Leadership Traits of Highly Productive Organizations Leadership strategies for productivity improvement Understanding corporate culture and its impact on leadership Building a productivity-focused culture and fostering teamwork	6
5	Unit V: Women in Leadership Meaning and definition of women in leadership Unique leadership traits exhibited by women Barriers faced by women in leadership positions Global scenario vs. Indian scenario of women in leadership Current issues and challenges in women's leadership	6

Text Books:

1. Andrew J. DuBrin, Carol Dalglish, Peter Miller, Leadership, 2005, 2nd Asia Pacific Ed, John Wiley & Sons Australia, Limited, 2015.
2. V.S.P. Rao, "Management Text & Cases", 2014, Excel Books.

Reference Books:

1. Peter G. Northouse, "Leadership", 2015, 6th Ed, Sage Publications.
2. Lussier/Achua, Effective Leadership, 3rd Ed, Cengage Learning, 2016.
3. Richard L. Daft, Leadership, Cengage Learning, 2015.
4. Gary Yukl, Leadership in Organizations, 6th Edition, Pearson Education, 2016



Structure for Operations & Supply Chain Management Specialization Courses

MBA-II, SEMESTER-III

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
304-OSCM	Supply Chain & Logistics Management	SC	3	1	-	4	25	25	50	100
305-OSCM	Service Operations Management-I	SC	3	1	-	4	25	25	50	100
(Select any 1 from 306 -A & 306 -B)										
306-OSCM-A	Procurement Management	SE	1	1	-	2	50	-	-	50
306-OSCM-B	Production Planning & Control	SE	1	1	-	2	50	-	-	50
(Select any 1 from 307 -A & 307 -B)										
307-OSCM-A	Quality Management	SE	1	1	-	2	50	-	-	50
307-OSCM-B	Inventory Management	SE	1	1	-	2	50	-	-	50
Total			8	4	0	12				300



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Detailed Syllabus for Operations & Supply Chain Management

MBA-II, SEMESTER-III



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Course name & code- 304 - OSCM Supply Chain & Logistics Management	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	REMEMBERING describe the key concepts of Supply Chain Management and the driving forces in Supply Chain Management.
CO 304.2	UNDERSTANDING	UNDERSTANDING the structure of modern day supply chains and logistics.
CO 304.3	APPLYING	UNDERSTANDING the structure of modern day supply chains and logistics.
CO 304.4	ANALYZING	ANALYZING COMPARE and CONTRAST push and pull strategies in Supply Chain Management and Transportation Vs. Logistics.
CO 304.5	EVALUATING	EVALUATING OUTLINE a typical logistic framework and Services. ILLUSTRATE the linkages with transportation, logistics and other intermediators.
CO 304.6	CREATING	CREATING DISCUSS modern real world logistical systems using the various concepts in the syllabus and practical applications of Information technology in SCM.

Unit #	Content	Contact Hours (1 hr =60min)
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1	Unit-1 Supply Chain Structure &; Flows in SC Supply chain network, Structure of Supply chain, Push based SC, Pull based SC, Trade-off between Push & Pull SC, Commodity & cost centric SC, Forward & Reverse SC, Forecast flows in Upstream & Downstream direction.	9
2	Unit-2 SCM Building Blocks & Total SCM Overview of customer focus, demand, resources, capacity management, procurement, supplier focus, inventory management, operations management, distribution management in SCM. JIT Purchasing, JIT Transportation and JIT Production. Kanban system, Vendor Managed Inventory (VMI).	9
3	Unit-3 Customer Relationship in SCM Customer Value, Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction, customer expectations, enhancing customer satisfaction. Customer relationship management in Supply chain and logistics management.	10
4	Unit-4 Principles of Logistics & logistic systems Meaning, definition, objectives, applications of logistics in supply chain. Distinction between Procurement Logistics, Production Logistics and Distribution Logistics. Supply Chains and Networks. Transportation Vs. logistics. Types of transports & selection of appropriate mode of transport. Elements of logistics.	9
5	Unit-5. Transport Systems, Logistics Services & Warehousing Meaning, activities involved in transportation, Logistic services meaning, types, practical applications of logistics. Warehousing, Stores & Storage Facilities, Static Storage Systems, Dynamic Storage Systems, Conveyors, Discontinuous Conveyors, Continuous Conveyors, Sorters, Packing & Packages. Warehousing, Handling, and Picking Systems.	8

Text Books-

1. Supply chain logistics management, By Bowersox
2. Dr. Saikumari V. and Prof. S. Purushothaman Sultan chand & sons

Reference books-

1. Lean Supply Chain and Logistics Management, by Paul Myerson
2. Logistics & Supply chain management, by Martin Christopher Pearson education limited

Course name & code- 305 - OSCM Service Operations Management -I	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45



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Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 305.1	REMEMBERING	To learn about capacity planning and resource management in service environments.
CO 305.2	UNDERSTANDING	To understand the unique characteristics of service operations and their implications for management.
CO 305.3	APPLYING	To apply analytical tools and techniques to address challenges in service operations management.
CO 305.4	ANALYZING	To analyze and design service processes for efficiency and effectiveness.
CO 305.5	EVALUATING	To explore strategies for managing service quality and customer satisfaction.
CO 305.6	CREATING	To enhance communication and teamwork skills in the context of service operations.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Service Operations Management Definition and scope of service operations Characteristics of services vs. goods Importance of service operations in different industries. Understanding service quality dimensions Service quality measurement tools (SERVQUAL, SERVPERF)	6



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2	Service Process Design Service blueprinting Process analysis techniques (flowcharts, value stream mapping) Service process improvement methodologies (Lean, Six Sigma) Strategies for service recovery and customer relationship management (CRM)	6
3	Capacity Planning and Resource Management and Managing Service Innovation Demand forecasting methods in service operations Capacity management strategies (yield management, overbooking) Workforce planning and scheduling in service environments Importance of innovation in service organizations Types of service innovation (product, process, business model) Adoption of technology and digital transformation in service operations	6
4	Service Operations Performance Metrics Key performance indicators (KPIs) for service operations Balanced scorecard approach to performance measurement Continuous improvement methodologies (Kaizen, PDCA cycle)	6
5	Case Studies and Best Practices and Final Project Analysis of real-world service operations case studies Examination of best practices in service operations management Group discussions and presentations on case analyses Final Project Individual or group project on a selected aspect of service operations management Research, analysis, and presentation of project findings Written report documenting the project methodology and outcomes	6

Reference Books

1. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2019). Service Management: Operations, Strategy, Information Technology (9th ed.). McGraw-Hill Education.
2. Johnston, R., & Clark, G. (2019). Service Operations Management: Improving Service Delivery (5th ed.). Pearson Education Limited.



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Course name & code- 306-OSCM-A - Procurement Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	Gain knowledge about different types of procurement contracts and their applications.
CO 306.2	UNDERSTANDING	Understanding Procurement Processes:-Comprehend the end-to-end procurement process, including planning, sourcing, and acquisition. Learn about the different types of procurement methods and strategies.
CO 306.3	APPLYING	Apply Cost Management Techniques: Estimate and control procurement costs using appropriate financial analysis and budgeting techniques. Implement cost reduction strategies while maintaining quality and supplier relationships.
CO 306.4	ANALYZING	Analyze potential risks in the procurement process and develop strategies to mitigate them. Implement risk management practices to ensure procurement activities are resilient and reliable.
CO 306.5	EVALUATING	Understand how to evaluate supplier performance and implement supplier development programs.
CO 306.6	CREATING	Develop and apply criteria for selecting and evaluating suppliers. Implement strategies for managing and improving supplier performance and relationships. Draft, negotiate, and manage different types of procurement contracts. Identify and resolve common issues in contract management.



Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Purchasing, Purchase plan & ad hoc purchasing, Purchase process: Purchase requisition, authorization, supplier evaluation, negotiation, issuance of a purchase order, records management, issuing payment to supplier. Various components that make a Requisition & a Purchase order. Understanding commodity & critical items. Introduction to forward purchasing & hedging	6
2	Types of purchase requests: standard purchase orders, statement of work, contracts ,cataloguing, Purchase cards, Travel & entertainment cards, system generated orders. Use of technology in purchasing: Introduction to ERP,EDI & MRP systems. E purchasing process Supplier listing: Approved suppliers, Certified suppliers, Qualified suppliers, preferred suppliers, disqualified suppliers. Supplier selection process	6
3	Introduction to supply chain management & Bull whip effect .Introduction to inventory management, Types of inventory, Inventory related costs. Just in time & Just in case. Learning some tools : Volume discount analysis, optimal order quantity, Reorder point statistical, determining obsolete inventory, demand forecasting: understanding noise, seasonality & trend	6
4	Negotiations: Negotiation process, do's & don'ts for a successful negotiation, RAQSCI model ,BATNA, Settlement ranges, OMA	6
5	Purchase analysis: How many suppliers to use? ,Cost avoidance & cost reduction, Spend under management, off contract spend, Spend in budget & time, Purchase order lead time, Lead time to fulfil an order, Emergency purchase ratio, Actual prices vs market index.	6

Text Books-

1- The procurement & supply chain manager's desk reference Fred Sollish & John Semanik

Reference books-

1-The window into strategic sourcing by Kirit Pandit & H Marmanis

2-Purchasing & supplychain management by Robert M. Monczka,Robert B. Handfield, James L. Patterson

3-First time right procurement by Oliver Munch



Course name & code- 306-OSCM-B Production Planning & Control	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	<ol style="list-style-type: none">1. Recall the key concepts and objectives of production management, including the scope of production systems.2. List the stages and functions of production planning and control.3. Memorize the types of project management approaches and supply chain management basics.4. Identify different types of inventory and their significance in operations management.
CO 306.2	UNDERSTANDING	<ol style="list-style-type: none">1. Explain the characteristics and benefits of production planning and control.2. Summarize the roles and responsibilities of a production manager.3. Interpret the stages and techniques involved in project management and supply chain logistics.4. Describe the relationship between inventory costs and inventory classification.
CO 306.3	APPLYING	<ol style="list-style-type: none">1. Apply production planning and control techniques to optimize manufacturing processes.2. Demonstrate the use of project management tools like CPM/PERT in scheduling and controlling projects.3. Implement JIT principles to manage inventory effectively within a supply chain.4. Utilize inventory classification methods to optimize stock levels and minimize costs.



CO 306.4	ANALYZING	<ol style="list-style-type: none"> 1. Compare and contrast different types of production systems and their suitability for specific industries. 2. Analyze challenges in production planning and control and propose solutions. 3. Evaluate the impact of information technology on supply chain management. 4. Analyze inventory data to identify trends and patterns for better decision-making.
CO 306.5	EVALUATING	<ol style="list-style-type: none"> 1. Assess the effectiveness of various project management techniques in achieving project goals. 2. Evaluate the role of logistics operations in optimizing supply chain performance. 3. Critically evaluate different inventory management strategies based on industry needs. 4. Judge the impact of supply chain disruptions on manufacturing operations.
CO 306.6	CREATING	<ol style="list-style-type: none"> 1. Design a comprehensive production plan for a specific manufacturing scenario. 2. Develop a project management framework integrating both CPM and PERT methodologies. 3. Propose an optimized supply chain network incorporating IT solutions and efficient logistics operations. 4. Formulate an inventory management strategy considering ABC classification and cost-benefit analysis.

Unit #	Content	Contact Hours (1 hr =60min)
1	UNIT1: INTRODUCTION TO PRODUCTION MANAGEMENT 1.0 Objectives 1.1 Introduction 1.2 Production Management 1.3 Scope of Production Management 1.4 Production System 1.5 Types of Production 1.6 Benefits of Production Management 1.7 Responsibility of a Production Manager 1.8 Decisions of Production Management	6
2	UNIT 2 : PRODUCTION PLANNING AND CONTROL 2.0 Objectives 2.1 Meaning 2.1.1 Characteristics of Production Planning and Control 2.2 Objectives of Production Planning and Control 2.3 Stages of Production Planning and Control 2.4 Functions/scope of production planning & Control 2.5 Challenges in Production Planning and Control 2.6 Factors Affecting Production Planning and Control 2.7 Production Planning System 2.8 Making the Production Plan 2.9 Process Planning 2.10 Manufacturing Planning and Control System 2.11 Role of Production Planning and Control in Manufacturing Industry	6



3	UNIT 3 PROJECT MANAGEMENT 3.0 Objectives 3.1 Introduction 3.2 Meaning of Project Management 3.3 Approaches 3.4 Project Controlling and Project Control Systems 3.5 Types of Project Management 3.6 Role Technique 3.6.1 Brief History of CPM/PERT 3.6.2 PERT vs CPM 3.6.3 Planning, Scheduling & Control 3.6.4 The Framework for PERT and CPM	6
4	UNIT 4 SUPPLY CHAIN MANAGEMENT 4.0 Objectives 4.1 Introduction 4.2 Basics of MRP 4.2.1 MRP vs. ERP 4.2.2 Objectives of Material Requirements Planning 4.2.3 JIT - Background and History 4.2.4 Objectives and Benefits 4.3 Definition of Supply Chain Management 4.3.1 Information Technology and SCM 4.3.2 Logistics - An Integral Component of Supply Chain Management 4.3.3 Logistics Operations in Supply Chain Network 4.3.4 Logistics Service Providers keeps Supply Chain Moving 4.3.5 International Logistics 4.3.6 Finished Goods Supply Chain	6
5	UNIT 5 INVENTORY MANAGEMENT: 5.0 Objectives 5.1 Introduction 5.2 Defining Inventory 5.3 Different Types of Inventory 5.4 Need for Inventory Management 5.5 Finished Goods Inventory 5.6 Independent and Dependant Demand Inventories 5.7 Inventory Costs 5.8 Inventory Classification - ABC Classification, Advantages & Disadvantages 5.9 Factors affecting Inventory Operations	6

Text Books-

Production Management:

1. "Production and Operations Management", by S. Anil Kumar, N. Suresh, Publisher: Pearson Education India.
2. "Production Planning and Control" By Dr. K. K. Chitkara, Publisher: Nirali Prakashan.

Reference Books:

1. "The Managerial Process", Prof. J. S. Chitode, Prof. S. A. Chitode, Publisher: Technical Publications.
2. "Supply Chain Management: Strategy, Planning and Operation", by Sunil Chopra, Peter Meindl Publisher: Pearson Education India.
3. "Inventory Management: Principles, Concepts, and Techniques", by Dr. R. B. Khanna, Publisher: S. Chand Publishing.



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Course name & code- 307-OSCM-A Quality Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	DEFINE basic terms and concepts related to Quality Management using Technology and current trends.
CO 307.2	UNDERSTANDING	EXPLAIN the Approach to quality management and its principles with types of core tools
CO 307.3	APPLYING	DESCRIBE the various dimensions of Quality assurance with Technology, basic and traditional concepts and their inter-linkages with various Management systems.
CO 307.4	ANALYZING	CALCULATE basic quality parameters, Cost of quality and Poor quality using five core tools.
CO 307.5	EVALUATING	OUTLINE a typical approach to Quality Management using various types, International standards and Technology evolution in a real-world context
CO 307.6	CREATING	ELABORATE upon different Quality Management issues in manufacturing and services organizations where the customer perception is supreme.

Unit #	Content	Contact Hours (1 hr =60min)
1	Competitive advantages through new technologies and impact on Product & Service quality, product quality development – from scientific breakthrough to marketable product- responding to technology challenges.	6



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2	Introduction Concept, definition, Evolution of Quality management. Review basic concepts- Quality of product, service, design, conformance, performance and Perceived quality, quality for customer satisfaction	6
3	Traditional Quality Control activities- Inspection, Sampling, testing of product, destructive, non-destructive testing, Six-Sigma, zero defect concept, life of product, reliability concept, cost of quality, cost of poor quality.	7
4	Modern Methods of Quality Management- 8 principles, process approach, Deming's PDCA cycle for continual improvement, Family of Quality Management System standards- ISO- 9001-2015/ ISO 9000/ ISO 9004/ ISO 19011. Integrated Quality Management System- ISO-9001/ISO-14001/ ISO-45001., IATF: Management System for Automotive sector and service organizations.	6
5	Five Core tools- APQP, FMEA, MSA, SPC and PPAP for Auto industry, Models for Excellence (Introduction)- MBNQA, DEMING AWARD, EFQM model- Indian models, World class quality	5

Books Recommended

1. World Class Quality- Bhote and Bhote
2. Quality Planning and Analysis - J M Juran, Mc-GrawHill
3. ISO Standards: Bureau of Indian Standards.
4. Management of Technology- Track Khalil- TMH
5. Managing Technology Innovation- Twiss, B.-Pitman.

Course name & code- 307-OSCM-B Inventory Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

Course objectives:

CO#	Cognitive ability	COURSE OUTCOMES (CO'S)
CO 307.1	REMEMBERING	Define the key terms associated with Inventory Management
CO 307.2	UNDERSTANDING	Classify various types of inventory, and inventory costs
CO 307.3	APPLYING	Apply Economic Order Quantity models for decision making



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CO 307.4	ANALYZING	Compare various methods of inventory control
CO 307.5	EVALUATING	Asses inventory management information system
CO 307.6	CREATING	Solve problems based on ABC classification of inventory

Unit #	Content	Contact Hours (1 hr =60min)
1	Elements of Inventory Management - Inventory & Stock, Reasons for holding stocks, Inventory management, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs	5+1=6
2	Inventory Control systems - Approaches to inventory control, Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control	5+1=6
3	Economic Order Quantity Models - The Basic EOQ Model, EOQ Model with quantity discount, Order quantity for periodic inventory system, Order quantity with variable demand,	5+1=6
4	Just-in-Time (JIT)- Principles of JIT, JIT and stocks, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool.	5+1=6
5	Make Or Buy Decisions -Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions, Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy	

Text Books-

- 1- Foundations of Inventory Management – Zipkin, McGraw Hill
- 2- Inventory Control and Management, Donald Waters, Wiley
- 3- Operations Management-Process and Value Chains, Krajewski, Ritzman, Malhotra, Pearson
- 4- Just-in-Time Manufacturing, Korgaonker, Macmillan

Reference books-

- 1-Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management-Process and Value Chains, Krajewski, Ritzman, Malhotra, Pearson
3. Essentials of Inventory Management, Max Muller, JAICO Publishing



Structure for International Business Management Specialization Courses

MBA-II, SEMESTER-III

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
304-IBM	International Business Environment	SC	3	1	-	4	25	25	50	100
305-IBM	Import-Export Policies and Regulations	SC	3	1	-	4	25	25	50	100
(Select any 1 from 306 -A & 306 -B)										
306-IBM-A	Cross Cultural Management and Global Leadership	SE	2	-	-	2	50	-	-	50
306-IBM-B	Global Strategic Management	SE	2	-	-	2	50	-	-	50
(Select any 1 from 307 -A & 307 -B)										
307-IBM-A	Global Competitiveness, Value Chains and Alliances	SE	2	-	-	2	50	-	-	50
307-IBM-B	Strategy and Negotiations in International Treaties	SE	2	-	-	2	50	-	-	50
Total			10	2	0	12				300



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Detailed Syllabus for International Business Management

MBA-II, SEMESTER-III



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Course name & code- 304 IBM International Business Environment	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	To remember the concept of globalization and international business.
CO 304.2	UNDERSTANDING	To understand the factors affecting international business environment.
CO 304.3	APPLYING	To apply social, cultural, political, legal and economic factors and its impact on international business.
CO 304.4	ANALYZING	To analyze the impact of macro environment on global business.
CO 304.5	EVALUATING	To evaluate the effects of environmental analysis on business.
CO 304.6	CREATING	To develop strategies to face the effects of environmental factors and survive and succeed in the ever-changing environment.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction to International Business Environment Concept of International Business, Nature, elements and scope, Importance of study of International Business Environment, Factors affecting international business environment,	9



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	Environmental Analysis, SWOT (Strength, weakness, opportunities and threats) analysis, PESTLE analysis, Concept of globalisation, drivers of globalisation.	
2	Unit-2 Political and Economic Environment Global Political systems, political risks, managing political risks and uncertainties in international business, concept of foreign investment, modes of foreign investment, global monetary system.	10
3	Unit-3 Social and Cultural Environment Importance of culture and cross-cultural literacy, dimensions of culture, culture and management styles.	9
4	Unit-4 Legal and Technological Environment Understanding international laws, concept of ethics in international business, ethical dilemmas in international business, understanding technological environment, technology transfer.	9
5	Unit-5 International Institutions International institutions like GATT, WTO, IMF and World Bank, understanding Economic integration.	9

Text Books-

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.

Reference books-

1. Global Business Today by Hill, Charles W, Tata McGraw Hill Edition.
2. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi

Course name & code- 305-IBM Import-Export Policies and Regulations	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks



The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 305.1	REMEMBERING	Procedure of Import and Export along with required documents.
CO 305.2	UNDERSTANDING	Formalities used in Export and Import along with Legal rules and regulations.
CO 305.3	APPLYING	Import and Export documents along with procedure.
CO 305.4	ANALYZING	Examine various Import and Export documents.
CO 305.5	EVALUATING	Discussion various aspects of trades, documentation and procedures for import and export.
CO 305.6	CREATING	Find out solutions for how to Increase exports from the nation and create more opportunities for management students.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Import & Export Introduction.... Meaning and Definition, need, advantages of import & export, Registration Formalities for Export & Import, IEC, RCMC, Export Licensing, Methods of Exporting, Selection of Export Product, Identification of Markets, Documents required for export, Export procedure, Payment Terms /methods, Letter of Credit, Types of letter of credit, Categories of Importers, Types / Classification of the goods, Negative / Restricted goods for Imports.	7
2	Unit-2 Import and Exports Management ... Basic Concept of Import and Exports, How to Increase Exports / Decrease Imports, Balance of Payment, Balance of Trade, Quotation Methods in International Business, Pricing, Pricing negotiation, Quotation & types of quotation, Uniform Customs Procedures for Documentary Credits (UCPDC), Export Contract, elements of an export contract.	9
3	Unit-3 Import Export Documentation... Aligned Documentation System, Commercial Documents, Regulatory Documents / Standardized and aligned documents , Importer- Exporter Code (IEC), Steps Involved in IEC (Import/Export Code) Registration, Procedure of IEC Code Registration, Requirement of transport documents in Import & Export, ISO 9000 & 14000 certification, Procedure for	10



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	obtaining ISO 9000 & 14000 certificate, BIS 14000 & Procedure for obtaining BIS Certification, Marine Insurance Policies & types, Pre-inspection & Inspection, Certificate of Inspection, Certificate of Measurements, Freight Declaration.	
4	Unit-4 Import Export Procedures... How to Export, Processing an Export Order, Steps in Export Procedure, Excise Clearance, Clearing & Forwarding Agents, Role of Clearing & Forwarding Agents, Shipping & Customs Formalities, Documents required in export customs clearance, Export Finance, Sources of export finance, Types of export finance. Customs EDI System, Pre-Import & Import Procedure, Steps in Import Procedure, Legal dimensions of Import Procedure.	10
5	Unit-5. Imports and Exports policy framework... Foreign Trade Policy, Highlights of current FTP, Special focus Initiatives, Duty Drawback, Documents required for processing drawback claim, Special Schemes for Importers, Types of export incentives, Deemed Exports, Market Access Initiative (MAI) Scheme, Export Promotion Capital Goods (EPCG), EPCG Online Application Procedure, Export Promotion Council (EPC), India Exports Scheme, Commodity Boards, Federation of Indian Export Organizations (FIEO), Indian Institute of Foreign Trade(IIFT), Export Oriented Units(EOU's), Special Economic Zone(SEZ), Export Credit Guarantee Corporation of India Ltd (ECGC), Export Import Bank(EXIM)	9

Text Books-

Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill

Services Sector Management An Indian Perspective, C. Bhattacharjee

Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.

Reference books-

Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson

Service Operations Management, John McManus, Mats Winroth, Jannis Angelis

Course name & code- 306-IBM- A- Cross Cultural Management and Global Leadership	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:



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CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	Have a clear understanding of the theories of effective leadership.
CO 306.2	UNDERSTANDING	Understand the different models of culture used in international management that will help to critically analyze the role of national culture on management practices.
CO 306.3	APPLYING	Appreciate the critical role of culture in international business and the importance of managing cultural differences.
CO 306.4	ANALYZING	Analyze the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.
CO 306.5	EVALUATING	Evaluate the factors that influence culture on different functions of management including communication, negotiation, marketing, leadership, motivation, human resource management and teams.
CO 306.6	CREATING	Develop strategies to work in globally diverse teams.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit 1- Introduction to cross-cultural Management Ø The phenomena of Culture. Ø Meaning of cross culture management Ø Factors influencing cross cultures management Ø The concept of national, organizational and professional cultures. Ø Business cultures Globally.	7
2	Unit 2- Multicultural Teamwork Ø Managing diversity in the global work culture Ø Synergistic teams' management Ø Strategies of cross culture interaction. Ø Strategies of cultural domination, cultural discrepancy, cultural compromises, culture adoption and cultural synergy.	6
3	Unit 3- Communicating across cultures Ø The concept and main features of cross culture communication Ø Cultural differences as a communication resource Ø Main characteristics of high contact and low context cultural communication style Ø The impact of communication style on creating a model of cross culture interaction.	6
4	Unit 4- Leadership: Local before global Ø Leaders as Strategists in a global business	5



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	<ul style="list-style-type: none"> Ø Impact of Global Politics, laws and economics Ø Improving performance and Leader behaviour Leader as Change Management 	
5	Unit 5- CROSS CULTURAL ISSUES and Leading in a global context <ul style="list-style-type: none"> Ø Leading trade internationally Ø Team leadership and culture Ø Developing Leaders Globally Ø Leading HR in the Global Marketplace 	6

Text Books-

- 1- Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi
- 2- Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi
- 3- Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi
- 4- Global Leadership: The Next Generation, Publisher: Dubin Reese, SKU: SONG0131402439, ISBN : 9780131402430

Reference books-

- 1-Beer, L. A. (2012). Essential Concepts of Cross-Cultural Management: Building on What We All Share (Vol. 1st ed). [New York, N.Y.] [222 East 46th Street, New York, NY 10017]: Business Expert Press. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsebk&AN=493190>
- 2-Cultures and Organizations, Software of the mind. Intercultural Cooperation and Its Importance for survival. (2010). McGraw-Hill. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsnar&AN=edsnar.oai.library.wur.nl.wurpubs.392270>
3. Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsbas&AN=edsbas.A385DB9A>

Useful Websites

www.executiveplanet.com
www.getc

Videos

Seven Revolution- <https://www.youtube.com/watch?v=xkrJH9tt4qQ>
 Seven Revolutions TED Talk: <https://www.youtube.com/watch?v=mt117m8bi7o>
 Leadership TV – What Makes a Global Leader: https://www.youtube.com/watch?v=_pMGJ9KJvBU
 Ten Leadership Theories in Five Minutes: <https://www.youtube.com/watch?v=XKUPDUDOBVo>



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Course name & code- 306-IBM- B- Global Strategic Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	To recall and comprehend the principles of global strategic management and the decision-making processes involved in the global business context.
CO 306.2	UNDERSTANDING	To comprehend and analyze the external and internal environments in which global companies operate, recognizing their impact on business strategies.
CO 306.3	APPLYING	To apply critical analysis skills in assessing the various competencies required to analyze industry environments and formulate effective strategic responses.
CO 306.4	ANALYZING	To analyze and evaluate the international competitiveness of different countries, with a focus on understanding the strategies companies employ when entering new markets.
CO 364.5	EVALUATING	To evaluate and critique communication barriers that arise in global business contexts and develop strategies to overcome them effectively.
CO 306.6	CREATING	To synthesize knowledge and skills acquired throughout the course to develop innovative and effective global strategic management solutions for real-world business challenges.

Unit #	Content	Contact Hours (1 hr =60min)
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1	<p>Introduction to Strategic Management in a Global Context</p> <ol style="list-style-type: none"> Exploring Strategy Concepts Navigating the Strategic Management Process Diverse Approaches to Decision Making The Crucial Roles of Board and Top Management Cultivating Strategic Intent and Alignment Understanding Strategic Fit, Leverage, and Stretch Embracing Global Strategy and Management Analyzing the External Business Environment 	6
2	<p>Comprehending Global Environmental Dynamics</p> <ol style="list-style-type: none"> Crafting Scenarios for Future Insights Techniques for Environmental Scanning: ETOP PEST and SWOT Analysis for Strategic Insights Unpacking Michael Porter's Diamond Framework Assessing Operating Environment through Industry Analysis Models Identifying Strategic Groups Exploring the International Product Life Cycle Delving into Internal Environmental Analysis 	6
3	<p>Assessing Internal Capabilities</p> <ol style="list-style-type: none"> Evaluating Technological, Operational, Organizational, and Financial Capacities Recognizing Core Competencies and Exploiting them Leveraging SWOT Analysis for Strategic Choices Considering Corporate Level Strategic Options: Growth, Stability, and Retrenchment Exploring Corporate Restructuring and Business Level Strategies Analyzing Competitive and Cooperative Strategies Assessing Product Portfolio Models (BCG matrix, GE Matrix, etc.) 	6
4	<p>Navigating Global Competitiveness and Market Entry Strategies</p> <ol style="list-style-type: none"> Understanding Global Competitiveness as a Strategic Tool Indicators of World Competitiveness and Country Risk Analysis Strategies for Entering Specific Markets like China Exploring Foreign Market Entry Strategies: Diversification, Acquisition, Joint Ventures, etc. Examining the Need and Methods for Penetrating Foreign Markets 	6
5	<p>Designing Integrated Communication and Distribution Strategies</p> <ol style="list-style-type: none"> International Pricing Decisions and Influencing Factors Customized vs. Uniform Pricing Strategies Exploring Distribution Channels for International Markets Challenges in Designing and Managing International Distribution Channels Leveraging Virtual Channels in International Marketing Developing International Advertising Strategies Assessing Push and Pull Communication Strategies Evaluating Standardized vs. Customized Global Advertising 	6

Text Books-

"Global Business Today" by Charles W. L. Hill and G. Tomas M. Hult



"Global Marketing Management" by Warren J. Keegan and Mark C. Green

"International Business: Competing in the Global Marketplace" by Charles W. L. Hill

Reference books-

"Global Strategy: Creating and Sustaining Advantage across Borders" by Andrew Inkpen and Kannan Ramaswamy

"International Business: The Challenges of Globalization" by John J. Wild and Kenneth L. Wild

"Globalization: A Short History" by Jürgen Osterhammel and Niels P. Petersson

Useful Websites-

<https://hbr.org/>

<http://www.globalstrategylab.org/>

<https://www.imf.org/>

Course name & code- 307-IBM-A Global Competitiveness, Value Chains and Alliances	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	Identify key concepts related to global competitiveness, value chains, and alliances.
CO 307.2	UNDERSTANDING	Understand the significance of global competitiveness in the modern business environment, concept of value chains and their role in enhancing competitiveness and importance of alliances and collaborations in achieving strategic objectives.
CO 307.3	APPLYING	Apply theoretical frameworks to real-world case studies and scenarios.
CO 307.4	ANALYZING	Analyze the factors influencing global competitiveness, including economic, social, and technological aspects and Analyze value chains to identify inefficiencies and areas for improvement
CO 307.5	EVALUATING	Evaluate the performance of firms in terms of global competitiveness and assess the effectiveness of value chain management strategies.



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CO 307.6	CREATING	Create frameworks for forming and managing strategic alliances to drive organizational success.
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Unit #	Content	Contact Hours (1 hr =60min)
1	Global Competitiveness: An Overview – Macroeconomic and Business Strategy Perspective, Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies	6
2	Developing Competitiveness – Role of Quality and Productivity in Achieving World Class Competitiveness - Role of Government Policy - Attaining Competitiveness through Integrated Process Management, Technology and Innovation - Human Capital and Competitiveness - Role of Information Systems in Building Competitiveness - Industrial Clusters and Business Development - Strategic Management of Technology and Innovation.	6
3	Global Competitiveness of Indian Industry – Status; Causes for lack of competitiveness - Factors Influencing the Global Competitiveness of Indian Industries, Challenges and opportunities, Strategic Options for Building Competitiveness, Future Scope and Outlook.	6
4	Joint Ventures and other forms of Strategic Alliance-Benefits and Scope of Strategic Alliance – Forms of management/ ownership – Types of Alliance – Steps in implementing Strategic Alliance – Limitations and Pitfalls of Strategic Alliance Internationalization of Indian Business, Export and Import Strategies – Direct Investment and Collaborative Strategies.	6
5	Innovation Management :Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations	6

Text Books-

1. "Global Competitive Strategy" by Daniel F. Spulber - Publisher: Cambridge University Press
2. "Global Value Chains: Linking Local Producers from Developing Countries to International Markets" by Gary Gereffi - Publisher: Oxford University Press
3. "Globalization and Its Discontents Revisited: Anti-Globalization in the Era of Trump" by Joseph E. Stiglitz - Publisher: W. W. Norton & Company
4. "Alliance Advantage: The Art of Creating Value Through Partnering" by Yves L. Doz and Gary Hamel - Publisher: Harvard Business Review Press
5. "Competitive Advantage: Creating and Sustaining Superior Performance" by Michael E. Porter - Publisher: Free Press

Reference books-

1. "Global Shift: Mapping the Changing Contours of the World Economy" by Peter Dicken - Publisher: Guilford Press
2. "The Competitive Advantage of Nations" by Michael E. Porter - Publisher: Free Press
3. "Global Value Chains in a Changing World" edited by Deborah K. Elms and Patrick Low - Publisher: World Trade Organization



4. "Alliance Competence: Maximizing the Value of Your Partnerships and Alliances" by Jeffrey H. Dyer and Prashant Kale - Publisher: John Wiley & Sons
5. "The End of Globalization: Lessons from the Great Depression" by Harold James - Publisher: Harvard University Press

Course name & code- 307-IBM-B Strategy and Negotiations in International Treaties	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	Defining and Understanding the Nuances of Strategy and Negotiations in International Relations; Methods for Planning for Evolving Strategy for Negotiation and Role of Power and Tactics in evolving strategy and negotiations.
CO 307.2	UNDERSTANDING	The negotiation style of major stakeholders, particularly India in evolving strategy and negotiations on the Nuclear Non-Proliferation Treaty and Comprehensive Test Ban Treaty.
CO 307.3	APPLYING	The negotiation style of major stakeholders, particularly India in evolving strategy and negotiations on Fissile Material Cut-off Treaty and the Prevention of Arms Race in Outer Space.
CO 307.4	ANALYZING	Role and Relevance of International Law in Negotiations
CO 307.5	EVALUATING	India's Overall Experience in Negotiating International Treaties
CO 307.6	CREATING	National Interest and International Treaties: Questions of Sovereignty and Autonomy in the Decision-making Process



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Unit #	Content	Contact Hours (1 hr =60min)
1	Defining and Understanding the Nuances of Strategy and Negotiations in International Relations, Methods for Planning for Evolving Strategy for Negotiation.	6
2	Art of Diplomacy in Negotiating an International Treaty: CTBT as a Case in Point , Role of Power and Tactics.	6
3	Negotiating Major Treaties: NPT, SALT I , FMCT Negotiation: Challenges Ahead/India's Options on the FMCT	6
4	Future of PAROS, Role and Relevance of International Law, India's Overall Experience in Negotiating International Treaties.	6
5	National Interest and International Treaties: Questions of Sovereignty and Autonomy in the Decision-making Process.	6

Text Books-

1. International Finance by Mauric Levi, Keith P. (2013 Edition)
6. Foreign Exchange, International Finance, Risk Management by A.V. Rajwade
7. Currency Exposures and Derivatives by A.V Rajwade

Reference books-

1. William Zartman (1975), "Negotiations Theory and Reality," Journal of International Affairs, 29 (1): 69-77.
2. Jeffry Frieden (1999), "Actors and Preferences in International Relations," in David Lake and Robert Powell, eds., Strategic Choice and International Relations, USA: Princeton University Press, 39-76.
3. Robert D. Putnam (1988), "Diplomacy and Domestic Politics: The Logic of Two-level Games," International Organization, 42 (3): 427-460.
4. Arundhati Ghose (2013), "The Comprehensive Nuclear Test Ban Treaty: Intricate Moments during the Negotiations," Oral History, Indian Foreign Affairs Journal, 8 (2): 213-222.
5. Dinshaw Mistry (2003), 'The Unrealized Promise of International Institutions: The Test Ban Treaty and India's Nuclear Breakout,' Security Studies, 12 (4): 116-151.



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Structure for Business Analytics Specialization Courses MBA-II, SEMESTER-III

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
304-BA	Business Analytics using Python	SC	3	1	-	4	25	25	50	100
305-BA	RDBMS and SQL	SC	3	1	-	4	25	25	50	100
(Select any 1 from 306 -A & 306 -B)										
306-BA-A	Business Analytics Project Management	SE	2	-	-	2	50	-	-	50
306-BA-B	Social media, Web & Text Analytics	SE	2	-	-	2	50	-	-	50
(Select any 1 from 307 -A & 307 -B)										
307-BA-A	Retailing Analytics	SE	2	-	-	2	50	-	-	50
307-BA-B	Digital transformations tools and technologies	SE	2	-	-	2	50	-	-	50
Total			10	2	0	12				300



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Detailed Syllabus for Business Analytics

MBA-II, SEMESTER-III



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Course name & code- 304-BA - Business Analytics using Python	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45
Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	Identify different types of analytics and the importance of data in business analytics
CO 304.2	UNDERSTANDING	Understand the structure and usage of Python modules and packages.
CO 304.3	APPLYING	Apply Python libraries (NumPy, Pandas) for statistical analysis and exploratory data analysis (EDA)
CO304.4	ANALYSING	Perform data cleaning and preparation tasks such as handling missing values, data type conversions, and data transformation
CO 304.5	EVALUATING	Evaluate different Python libraries and tools for their effectiveness in data analysis, visualization, and modelling.
CO 304.6	CREATING	Create comprehensive EDA reports that include statistical summaries and visualizations to communicate insights effectively



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Unit #	Content	Contact Hours (1 hr =60min)
1	<p>Introduction to Business Analytics- Importance of Data-Driven Decision Making Evolution of analytics, Need of Analytics, Business analytics vs business analysis Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Importance of data in business analytics Differences between data, information and knowledge</p>	2
2	<p>Python Programming Basics - Introduction to Python History, feature of Python, setting up path, working with python Interpreter, basic syntax, variable and data types, operators Conditional statements-If, If-Else, nested if-else, Examples. Looping-For,While,Nested loops, Examples Control Statements-Break, Continue, Pass. String Manipulation-Accessing String, Basic Operations, String Slices, Function and Methods, Examples. Lists-Introduction, accessing list, operations, working with lists, function & methods. Tuple-Introduction, Accessing tuples, operations working, function & methods, Examples. Dictionaries-Introduction, Accessing values in dictionaries, working with dictionaries, properties, function, Examples. Functions-Defining a function, calling a function, types of function, function arguments, anonymous function, global & local variable, Examples</p>	11
3	<p>Modules and Packages - Built in Modules Importing modules in python program Working with Random Modules. E.g. - built-ins, time, date time, calendar, sys, etc User Defined functions Structure of Python Modules Packages -Predefined Packages -User defined Packages</p>	6
4	<p>Python Libraries- Statistical Analysis- NumPy, SciPy, Pandas, StatsModels Data Visualization- Matplotlib, Seaborn, Plotly ,Line, Bar, and Scatter Plots Data Modelling and Machine Learning- Scikit-learn, XGBoost, Eli5 Deep Learning- TensorFlow, Pytorch, Keras Natural Language Processing (NLP)- NLTK, SpaCy, Gensim</p>	6



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5	File Operations- Python File Operation Reading config files in python Writing log files in python Understanding read functions, read(), readline() and readlines() Understanding write- functions write() and writelines() Manipulating file pointer using seek ,Programming using file operations	6
6	Descriptive Statistics and Exploratory Data Analysis (EDA)- Measures of central tendency (mean, median, mode) Measures of dispersion (range, variance, standard deviation) Descriptive statistics functions in NumPy and Pandas Overview of Exploratory Data Analysis Importance of EDA in data science and business analytics	9
7	Data Cleaning and Preparation- Loading data with Pandas Handling missing values Data type conversions Filtering and selecting data Data transformation and normalization	5

Text Books: Introduction to Python Programming, By Gowrishankar S, CRC Press

Reference Books:

1. Learning Python 5th ed. by Mark Lutz
2. Python: The Complete Reference by Martin C. Brown
3. Python Data Analytics: With Pandas, NumPy, and Matplotlib 2nd ed. Edition by Fabio Nelli
4. Core Python Programming by Wesley J. Chun Publisher: Prentice Hall
5. Python Programming: A modular approach by Taneja Sheetal, Kumar Naveen
6. Beginner's Guide to Python Programming: Learn Python 3 Fundamentals, Plotting and Tkinter GUI Development Easily by Serhan Yamacli
7. Programming Python, O'reilly, by Mark Lutz
8. Learning Python, O'reilly, Mark Lutz
9. Head First Python, O'reilly, By Paul Barry

Websites:

<https://www.pythontutorial.net/>
<https://www.tutorialspoint.com/python/index.htm>
<https://www.javatpoint.com/python-tutorial>

Course name & code- 305-BA - RDBMS and SQL	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45



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Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 305.1	REMEMBERING	Gain a good Knowledge of the architecture and functioning of Database Management Systems.
CO 305.2	UNDERSTANDING	Understand the use of Structured Query language and its syntax.
CO 305.3	APPLYING	Apply normalization techniques to normalize a database.
CO 305.4	ANALYZING	Analyze functional dependencies for designing robust databases.
CO 305.5	EVALUATING	Evaluate the schemas in RDBMS.
CO 305.6	CREATING	Competent in use of SQL and Advanced SQL.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to DBMS: Data and Information. Database. Database Management System : Objectives, Advantages, Components ,Architecture. ER Model: Building blocks of ER Diagram , Relationship Degree , Classification, ER diagram, Tables, ISA relationship, Constraints, Aggregation and Composition, Advantages	6



2	Relational Database Management System: Consequences of poor database design, The process of database normalization, Functional dependencies, Lossless joins and dependency preservation, Dr. E.F.Codd Rules, Difference between DBMS and RDBMS, 1st Normal Form, 2nd Normal Form, 3rd Normal Form, Boyce-Codd Normal Form, Examples of normalization, E-R modeling (different types of entities, attributes, relationships and their representation in the E-R diagram), Transaction Processing, Database Security. Case studies: Library, Bank, School. File Organization: Physical Database Design Issues, Storage of Database on Hard Disks, File Organisation and Its Types, Heap files (Unordered files), Sequential File Organisation, Indexed (Indexed Sequential) File Organisation, Hashed File Organisation, Types of Indexes	18
3	SQL: Meaning, need, Basic keywords, Commands, Data types, DDL: Selection, Projection, Join and Set Operations, Aggregate Functions, DML: Modification, Truncation, Constraints, Subquery. Data Control Language, Table handling.	7
4	PL/SQL: Structure - Elements - Operators Precedence - Control Structure - Iterative Control - Cursors - Procedure - Function - Packages - Exceptional Handling - Triggers, Partitioning.	7
5	Transaction Management and concurrency: Transaction concepts, properties of transactions, serializability, testing for serializability, Transaction Isolation and Atomicity, Transaction isolation levels, Implementation of isolation levels, Lock based protocols, Deadlock handling, Timestamp based protocols, two- phase locking protocol	7

Text Books-

1- S. Sumathi, S. Esakkirajan, "Fundamentals of Relational Database Management System", Springer International Edition 2007.

Reference books-

1. Abraham Silberchatz, Henry F. Korth, S. Sudarshan, "Database System Concepts", McGrawHill 2019, 7th Edition.
2. Alexis Leon & Mathews Leon, "Fundamentals of DBMS", Vijay Nicole Publications 2014, 2nd Edition.
3. Database Systems: R.Elmasri & S.B. Navathe, Pearson.
4. Introduction to Database Management System: ISRD Group, McGraw Hill.
5. Database Management System: R.Ramakrishnan & J.Gehrke, McGraw Hill.
6. Modern Database Management: J.A.Hoffer, V.Rames & H.Topi, Pearson.
7. Database System Concepts: Silberschatz, Korth & Sudarshan, McGraw Hill.
8. Relational Database Management System: Srivastava & Srivastava, New Age.

Course name & code- 306-BA-A- Business Analytics Project Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30



Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 306.1	REMEMBERING	The basic definitions and concepts of various terms related to the Data Analytics Project Management
CO 306.2	UNDERSTANDING	Understand the requirement of a given project, the data involved, and the output required
CO 306.3	APPLYING	Forming the team to deal with the given target. Deciding the technology to use.
CO 306.4	ANALYZING	Analyzing whether the team is working towards completing the goal in the correct direction.
CO 306.5	EVALUATING	Checking if the appropriate output is obtained or not. Redoing the analysis process if required.
CO 306.6	CREATING	Creating the model for data analysis, that can be reused as it is for similar types of data or with minor modifications. Creating new models for data analysis incorporating various ways of dashboard designing and other outputs.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Project Management: Define Project. Importance of Project Management. Life cycle of Project Management. Phases of Project Management, initiation, planning, execution, monitoring and controlling, and closure. Duration, Costing of project.	7
2	Introduction to Data Analytics: Understanding Data, information and knowledge. Types of data - Quantitative, Qualitative. Define Analytics, Data Analysis, Data Analytics. Role of data in the Project. Understanding the desired output from the data. Data Analysis as a linear and cyclic process. Introduction to Data analysis tools: Excel, PowerBI, R, Python, Tableau, SPSS. Explain with example, what the tool is, how it works, show the output of each tool. Deciding the use of a particular tool depending on the project requirements.	7



	Introduction to Basic Statistics: Central tendencies, variance, standard deviation, regression.	
3	Project Handling: Understanding the requirements of the client. Understanding the data to be worked on. Working on the time required to develop the project. Developing the team. Developing strategies. Deciding on the technology involved (hardware and software). The cost involved in completing the project. Liasoning with the client on team, time and cost involved.	3
4	Introduction to KPIs: Define Key Performance Indicators (KPIs). Defining KPIs. Importance of KPIs. Keeping track of the project using KPIs. Understand the KPIs such as cost performance indicators, schedule performance indicators, and quality performance indicators. Understanding how to select and measure KPIs accurately is crucial for project managers to make informed decisions and ensure project success.	6
5	Earned Value Management (EVM): Understanding EVM KPIs viz. Cost Performance Index (CPI), Schedule Performance Index (SPI), and Variance at Completion (VAC), and how they can be calculated and interpreted to gain valuable insights into a project's health. Predict the project performance in future. Using EVM for monitoring continuous improvement in the execution of Project. Case Study: Developing a Data Analytics project. Data Analysts should have knowledge of Basics of Data Visualization. Few case studies to be developed using R and/or Python.	7

Text Books-

1. Data Analytics in Project Management, Severin Spalek - CRC Press Taylor & Francis Group
2. PMBOK Guide 7 - Underneath the Surface, Nader K. Rad

Reference books-

1. The data driven Project Manager - Mario Vanhoucke, Apress

Course name & code- 306-BA-B Social Media, Web & Text Analytics	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO	REMEMBERING	DEFINE the key terms in Social Media Analytics, Web Analytics and Text



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306.1		Analytics
CO 306.2	UNDERSTANDING	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
CO 306.3	APPLYING	DEVELOP a thought process to harness the power of social media analytics to improve website or business
CO 306.4	ANALYZING	ANALYSE Social Media Analytics and Web Analytics Tools
CO 306.5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics
CO 306.6	CREATING	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

Unit #	Content	Contact Hours (1 hr =60min)
1	Social Media Overview: Social Media Introduction, definition, evolution, need of social media, Importance of Social Media, Social Media Data Sources, Use of Social Media in Business, Objective and KPIs, Measure, Content flow on Social Network, Challenges, Tools to analyse and measure social data (Facebook, Twitter, Instagram, LinkedIn, YouTube), Social Analytics and competitors, Strategy planning in Social Media Analytics.	6
2	Social Analytics - Measuring Success: Metric categories: Divide and Conquer, Selecting the best metrics for the job, Default and Custom Metrics, Elements of effective metrics, Metrics and Strategy. Estimated Metrics: Use and Common applications, Dashboards: Definition, Purpose, Objectives, default and custom dashboards, Reports: elements of reporting, good quality of reporting, 360 overview report, Data gathering in social Media Analytics, Types of Analytics in Social Media, Charts, Machine learning in Social Media.	7
3	Web Analytics Overview: Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process.	6
4	Web Analytics - Measuring Success: Actionable Outcome KPIs-Task completion Rate, Share of Search, Visitor Loyalty and Recency, RSS/Feed Subscribers, % of Valuable Exits, Cart and Checkout Abandonment, Days and Visits to Purchase, Average Order Value, Identify the Convertible, Measuring Macro and Micro Conversions, Building the action Dashboard, Consolidated Dashboard, Rules for High-Impact Dashboards.	7
5	Text Analytics: Introduction to text Analytics, Processing and Understanding Text - Tokenization, Tagging Chunking, Stemming, Lemmatization, Applications of Text	4



Analytics.

Text Books-

- 1- Web Analytics: An Hour a Day by Avinash Kuashik
- 2- Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kuashik
- 3- Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business by Brent Dykes
- 4- Practical Web Analytics for User Experience by Michael Beasley
- 5- Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from your Data by Dipanjan Sarkar

Reference books-

- 1- Social Media And Web Analytics by Thakur Publications

Course name & code- 307-BA-A Retailing Analytics	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO 307.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO 307.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO 307.4	ANALYZING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.
CO 307.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO 307.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics.



Unit #	Content	Contact Hours (1 hr =60min)
1	Retailing in the Digital Era: New Age Retailing, Digital Consumers Characteristics – interconnected, involved, interconnected, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data ety, Volume, Velocity, Veracity. Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk-Aware Decisions , Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility , Retail Analytics for Strategic – Tactical and Operational decisions.	7
2	Marketing in a Consumer-Driven Era: Understanding Consumer Buying Behaviour and Trends, Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce.	4
3	Merchandising Analytics: Assortment planning, Geospatial Analytics, Product placement, Space Optimisation, Product adjacency, Aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories.	4
4	Marketing Analytics: Marketing Mix ROI, Promotions – Promotional Maturity Curves, Pricing – Price per segment, Margin, Profitability, Personalisation, Campaigns, Marketing Return Curves, Scenario Analysis, Driving better P&L analyses, Managing Incentive Compensation.	4
5	Supply Chain Analytics: Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Primitively , Logistics, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfilment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities.	4
6	Store operations analytics: Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts.	4
7	Insights and Data Sources: Customer Insights, Omni channel insights, Personalization, merchandise Data sources, including operations and supplier. Data sources: Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centres,	3

Text Books-

- 1- Retail Analytics – The Secret Weapon, Emmett Cox
- 2- Behaviour Analytics in Retail, Ronny Max
- 3- The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
- 4- The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business, Mahogany Beckford



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Reference books-

1- Retailing Analytics, Thakur Publications

Course name & code- tools and technologies	307-BA-B Digital transformations	Course Type-SE
LTP- 1:1:0		Total number of Hours- 30
Total Credits:2		

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 307.1	REMEMBERING	To understand the emerging digital trends and the importance of the digital revolution.
CO 307.2	UNDERSTANDING	To understand digital transformation and its significance in modern business contexts and explain key drivers and benefits of digital transformation for organizations.
CO 307.3	APPLYING	To identify and discuss how these technologies enable innovation, improve operational efficiency, and enhance customer experiences.
CO 307.4	ANALYZING	To learn and understand the role of data in digital transformation. Learn how to collect, analyze, and leverage data to make informed decisions and drive business outcomes
CO 307.5	EVALUATING	To learn common challenges and risks associated with digital transformation projects and overcome barriers to adoption.
CO 307.6	CREATING	To apply knowledge gained throughout the course to develop a digital transformation strategy through case studies and present findings and recommendations to demonstrate proficiency in leveraging digital transformation tools and technologies.

Unit #	Content	Contact Hours (1 hr =60min)
1	Digital Transformation - Introduction & Platform trends: Conceptual origins, "Digital Transformation" is important for future IT leaders, The drivers for digital transformation	5



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2	Digital transformation tools to drive innovation: Communication Tools and Platforms, Data Management Software, Tools for Business Process Automation, Customer Relationship Management Platforms, Human Resource Platforms	6
3	IT environment and enabling technologies: Data and cyber security Artificial Intelligence, Cloud Computing, Block Chain, Machine Learning	7
4	Digital Transformation of Society and Policy - Customer experience transformation, Business Process and Business Model Transformation, Electronic identities, e-Commerce and Internet public policy	6
5	Strategic Thinking and Tools for Strategic Transformation - Changing world of work, Continuous Innovation, Process Optimization for Digital Transformation, Employee Empowerment and Engagement, Customer Experience	6

Text Books-

1- Strategic Digital Transformation : Theory and Practice- by Srinivas R. Pingali, Shankar Prakash, Jyothi R. Korem, Notion Press Media Pvt Ltd

2 - Building the Internet of Things: Implement New Business Models, Disrupt Competitors, Transform Your Industry" by Maciej Kranz

Reference books-

1-Driving Digital Strategy: A Guide to Reimagining Your Business , by Sunil Gupta

2- The Digital Transformation Roadmap: Rebuild Your Organization for Continuous Change

3- Leading Digital Transformation: How to Revolutionize Your Industry, Your Company, and Yourself" by David L. Rogers

4- "India's Digital Revolution: Technology and Transformation" by N. Chandra Mohan



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***Syllabus Structure for Generic Core (GC)
Courses
MBA-II, SEM-IV***



MBA-II, SEMESTER-IV
Structure for Generic Core (GC) Courses

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
401	Enterprise Performance Management	GC	3	1	-	4	25	25	50	100
402	Business Ethics and Corporate Governance	GC	3	1	-	4	25	25	50	100
403	Start-up and New Venture Management	GC	3	1	-	4	25	25	50	100
408-A	Event Management	AE & SDC	1	-	1	2	50	-	-	50
408-B	Investment and Portfolio Management		1	1	-					
408-C	Advertising and Sales Promotion		1	1	-					
	Total		10	4	1	14				350



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Detailed Syllabus for Generic Core (GC)

MBA-II, SEMESTER-IV



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Course name & code- 401- Enterprise Performance Management	Course Type-GC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total	100 Marks

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 401.1	REMEMBERING	<p>Recall the fundamental concepts and principles of Enterprise Performance Management (EPM).</p> <p>Recognize the components and key elements of EPM frameworks and methodologies.</p> <p>Identify the role of EPM in strategic planning, financial management, and operational decision-making.</p> <p>Describe the importance of performance metrics and key performance indicators (KPIs) in EPM.</p>
CO 401.2	UNDERSTANDING	<p>Explain the objectives and benefits of Enterprise Performance Management in organizations.</p> <p>Interpret the linkage between EPM and strategic planning, budgeting, and resource allocation.</p> <p>Discuss different approaches to EPM implementation and their impact on organizational performance.</p> <p>Describe the role of technology and data analytics in supporting EPM processes.</p>
CO 401.3	APPLYING	<p>Apply EPM principles to develop performance measurement frameworks aligned with organizational goals.</p> <p>Analyze financial and non-financial data to assess performance and identify areas for improvement.</p> <p>Utilize EPM tools and techniques to monitor key performance indicators and drive performance improvements.</p> <p>Develop and implement EPM strategies to optimize resource allocation and enhance operational efficiency.</p>



CO 401.4	ANALYZING	<p>Evaluate different models and methodologies of Enterprise Performance Management.</p> <p>Analyze performance data to identify trends, patterns, and deviations from expected outcomes.</p> <p>Assess the impact of EPM on organizational decision-making and strategic outcomes.</p> <p>Compare and contrast EPM practices across industries and organizations.</p>
CO 401.5	EVALUATING	<p>Critique the effectiveness of EPM systems in driving organizational performance and achieving strategic objectives.</p> <p>Evaluate the relevance and reliability of performance metrics and KPIs used in EPM.</p> <p>Assess the challenges and limitations associated with EPM implementation and adoption.</p> <p>Formulate recommendations for enhancing EPM practices based on evaluation and feedback.</p>
CO 401.6	CREATING	<p>Design comprehensive EPM frameworks tailored to specific organizational contexts and objectives.</p> <p>Develop performance dashboards and reporting systems to communicate EPM insights effectively.</p> <p>Innovate EPM strategies integrating emerging technologies (e.g., AI, machine learning) for predictive analytics.</p> <p>Propose strategic initiatives and action plans based on EPM analysis to drive continuous improvement and organizational excellence.</p>

Unit #	Content	Contact Hours (1 hr =60min)
1	<p>Unit 1: Performance Management</p> <p>Understanding Performance Management: Definition, Importance, and Strategic Linkages.</p> <p>Performance Evaluation Parameters: Financial Measures and Responsibility Accounting.</p> <p>Responsibility Centers: Revenue Center, Expense Center, Profit Center, Investment Center.</p> <p>Performance Metrics: ROI, ROA, MVA, EVA, DuPont Analysis (Interpretation Focus).</p>	9
2	<p>Unit 2: Non-Financial Performance Measures and SBU Evaluation</p> <p>Non-Financial Performance Measures: Balanced Scorecard, Malcolm Baldrige Framework.</p> <p>SBU Level Performance Measurement: Enterprise Performance Management and Goal Alignment.</p> <p>Transfer Pricing: Objective, Methods (Cost-Based, Market Price-Based, Negotiated), and Application.</p>	8



3	Unit 3: Capital Expenditure Control and Project Performance Evaluation Capital Expenditure Control: Concept, Process of Capital Budgeting, Types of Decisions. Tools & Techniques for Capital Expenditure Control: Performance Index, Post Completion Audit. Project Performance Evaluation Parameters: Project Control Process, Schedule Variance, Cost Variance.	10
4	Unit 4: Performance Evaluation in Specific Industries Performance Evaluation in Banks: Customer Base, NPAs, ROI, Financial Inclusion, Credit Appraisal. Performance Evaluation in Retail: ABC Analysis, Sell-Through Analysis, GMROI. Performance Evaluation in Non-Profit Organizations: Fund Accounting, Governance, Strategic Planning.	9
5	Unit 5: Performance Evaluation in E-Commerce and Audit Function Performance Evaluation in E-Commerce: Metrics for Business, Traffic, Conversion, and Audience Involvement. Key Performance Indicators (KPIs) in E-Commerce: Website Traffic, Conversion Rate, Cart Abandon Rate, Customer Lifetime Value. Audit Function as a Performance Measurement Tool: Types of Audits (Financial, Internal, Cost, Management) and Objectives	9

Textbooks-

1. Enterprise Performance Management, by Dr. Hetal N. Bhinde, Prof. Harish Kumar Padmanabhan

Reference books-

1. "Enterprise Performance Management: Building a Winning Strategy", by David A. J. Axson
Publisher: John Wiley & Sons
2. "Enterprise Performance Management Done Right: An Operating System for Your Organization" by Ron Dimon, Bob Paladino Publisher: John Wiley & Sons.
3. "Enterprise Performance Management: Transforming Finance and Delivering Results", by David Axson, Daniel Harwood, Publisher: Routledge.
4. "Enterprise Performance Management in Action: Managing with Key Performance Indicators" by Authors: Jack Alexander, Publisher: John Wiley & Sons
5. "Enterprise Performance Management: An Analytics Approach to Strategic Financial Planning", by Authors: Nigel Pendse, Lynne Hare Publisher: Elsevier.
6. "The Essentials of Finance and Budgeting for Non-Financial Managers" by Authors: Jae K. Shim, Joel G. Siegel Publisher: Barron's Educational Series

Course name & code- 402- Business Ethics and Corporate Governance	Course Type-GC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45



Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total	100 marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 402.1	REMEMBERING	Recognize the major ethical theories and frameworks used in business decision-making.
CO 402.2	UNDERSTANDING	Interpret ethical codes and corporate governance guidelines.
CO 402.3	APPLYING	Apply ethical decision-making frameworks to analyze business problems.
CO 402.4	ANALYZING	Analyze the impact of corporate governance structures on ethical behavior.
CO 402.5	EVALUATING	Evaluate the effectiveness of different approaches to promoting ethical conduct within organizations.
CO 402.6	CREATING	Develop a code of ethics for a specific type of business.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction of Business Ethics 1.1 Definition of Ethics 1.2. Nature of Business Ethics 1.3. Significance of Business Ethics, 1.4 Work Ethos 1.4.1. Meaning of Work Ethos, 1.4.2. Dimensions of Work Ethos. 1.4.3 Reasons for poor work ethos 1.5 Values 1.5.1 Concepts of Values 1.5.2 Value system in work culture,	9



	<p>1.5.3 Values of Indian Managers, 1.5.4 Relevance of Value Based Management in Global Change 1.6. Ethics v/s Ethos, 1.7 Eastern Management v/s Western Management.</p>	
2	<p>Ethics from Ancient to Modern 2.1. Concept of Indian Model of Management in the Indian socio-political environments, 2.2 Laws of Karma and its relevance in business settings, 2.3 Management lessons from Indian heritage scriptures 2.3.1 Management lessons from Mahabharata & 2.3.2 Management lessons from Ramayana 2.3.2 Management and Leadership lessons from Kautilya's Arthashastra, 2.3.3 Management lessons from VEDA Model of Leadership, 2.3.4 Management Lessons from Quran 2.3.5. Management Lessons from Bible</p>	6
3	<p>Ethical Dilemmas in Business 3.1. Framework of Ethical dilemmas in different functional areas of Business 3.1.1. Finance, 3.1.2 Marketing 3.1.3 Human Resource Management (HRM) 3.1.4 International Business 3.2 Ethical challenges for Managers, 3.3 Levels of ethical issues 3.4. Intellectual Property Rights (IPR) 3.5 Theories of Intellectual Property Rights 3.6. IPR as on Instrument of Development 3.7. Role of World Trade Organization in IPR 3.8. Ethical Decision-Making process, it's Model -STEP Model</p>	10
4	<p>Corporate Governance 4.1 Definition 4.2. Significance 4.3. Principle of Corporate Governance 4.4. Issues of Corporate Governance 4.5. Strategies and Techniques to Sound Corporate Governance Indian Model. 4.6. Corporate Governance code and its future scenario.</p>	10
5	<p>Corporate Social Responsibility (CSR) 5.1. Definition 5.2. Significance of CSR 5.3. Scope Steps. 5.4. CSR as a Business strategy for sustainable Development. 5.5. Indian perspective of - Ethics and CSR of business. 5.6. Companies Act (Amendment) 2013 on CSR. 5.7. Critical Evaluation of CSR</p>	10

Suggested Readings:



1. Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann Publications Pvt Ltd, New Delhi.
2. S.Sanakaran – International Business & Environment, Margham Publication, Chennai.
3. Dr.S.S. Khanka – Business Ethics and Corporate Governance, S.Chand Publication.
4. Sundar.K, Business Ethics and Value, Vijay Nichole Prints, Chennai.
5. Taxmann - Corporate Governance, Indian Institute of Corporate Affairs,
6. A.C.Fernando, K.P.Muralidharan & E.K.Satheesh – Corporate Governance, Principles, Policies and Practices, Pearson Education.

Journals

- Journal of Corporate Governance Research – Macrothink Institute
- Indian Journal of Corporate Governance, Bi-annual journal – Sage Journals e-learning Resources
- <https://elearningindustry.com> · <https://essentialskillz.com>

Course name & code- 403- Start-up and New Venture Management	Course Type-GC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total	100 marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 403.1	REMEMBERING	Define essential terminology related to startups and new ventures (e. g., business model canvas, minimum viable product).
CO 403.2	UNDERSTANDING	Explain the entrepreneurial process and its various stages.
CO 403.3	APPLYING	Utilize frameworks for opportunity identification and idea generation.
CO 403.4	ANALYZING	Evaluate the feasibility of a startup idea based on market demand and financial viability.



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CO 403.5	EVALUATING	Critique the effectiveness of existing startups and venture pitches.
CO 403.6	CREATING	Design a comprehensive business plan for a new venture.

Unit #	Content	Contact Hours (1 hr = 60min)
1	Introduction to Startups and Entrepreneurship 1.1 What is a Startup? 1.1.1. Definitions 1.1.2. Characteristics 1.1.3. Types of startups (lifestyle, scalable, social impact) 1.2 The Entrepreneurial Mindset 1.2.1. Traits of successful entrepreneurs 1.2.2. Motivation, risk-taking, and resilience 1.3. The Startup Ecosystem 1.4. Advantages of startups 1.5. Disadvantages of startups	8
2	Ideation and Opportunity Evaluation 2.1. Idea Generation Techniques 2.1.1. Brainstorming, 2.1.2. Customer discovery, 2.2.3. Identifying pain points and market gaps. 2.2. Customer Validation 2.2.1. Understanding target market, 2.2.2. Market research methods, 2.2.3. Customer interviews 2.2.4. Building a Minimum Viable Product (MVP) 2.3. Business Model Canvas 2.3.1. Developing a clear and concise business model for your venture 2.4. Feasibility Analysis: 2.4.1. Evaluating market size, 2.4.2. Competition, 2.4.3. Financial projections, 2.4.4. Risks	8
3	Building Your Startup 3.1. Legal and Regulatory Considerations 3.1.1. Business registration, 3.1.2. Licenses, permits. 3.1.3. Intellectual property protection. 3.2. Building Your Team 3.2.1. Identifying key roles and skillsets	7



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	3.2.2. Attracting talent 3.2.3. Building a strong company culture 3.3. Financial Planning and Fundraising 3.3.1. Startup costs, 3.3.2. funding options a. Bootstrapping, b. Venture capital), c. Creating a compelling pitch deck.	
4	Launching and Managing Your Startup 4.1. Marketing and Sales Strategies 4.1.1. Creating a brand identity, 4.1.2. Developing marketing channels, 4.1.3. Customer acquisition strategies. 4.2 Operations Management 4.2.1. Building efficient processes, 4.2.2. Managing inventory and supply chain. 4.3 Financial Management 4.3.1. Understanding budgeting 4.3.2. Forecasting, 4.3.3. Cash flow management	12
5	Scaling Your Business 5.1. Growth Strategies 5.1.1. Identifying growth opportunities 5.1.2. Scaling your team 5.1.3. Expanding to new markets 5.2. Exit Strategies 5.2.1. Merger and acquisition exit strategy (M&A deals) 5.2.2. Management and employee buyouts (MBO) 5.2.3. Initial Public Offering (IPO) 5.2.4. Liquidation 5.2.4. Bankruptcy 5.3. Emerging trends in the startup world 5.3.2. Impact of startups in global business.	10

Suggested Books:

1. Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success Strategies for Indian Startups | by Rahul Saria | Zebra Learn
2. The Lean Startup: How Constant Innovation Creates Radically Successful Businesses [Paperback] Ries, Eric.
3. Funding Your Startup : And Other Nightmares by Dhruv Nath (Author), Sushanto Mitra (Author), Penguin Portfolio.
4. Before You Start Up : How to Prepare to Make Your Startup Dream a Reality by Pankaj Goyal (Author)
5. Problem Hunting: The Tech Startup by Brian Long (Author), Peakpoint Press

Suggested Books:

1. Startup Finance 360° - Founder's Guide to Startup Finance | Funding, Valuation, Financial Management, and Entrepreneurial Success Strategies for Indian Startups | by Rahul Saria | Zebra Learn



2. The Lean Startup: How Constant Innovation Creates Radically Successful Businesses [Paperback] Ries, Eric.
3. Funding Your Startup : And Other Nightmares by Dhruv Nath (Author), Sushanto Mitra (Author), Penguin Portfolio.
4. Before You Start Up : How to Prepare to Make Your Startup Dream a Reality by Pankaj Goyal (Author)
5. Problem Hunting: The Tech Startup by Brian Long (Author), Peakpoint Press

Course name & code- 408- A- Certification Course on Event Management	Course Type-AE & SDC
LTP-1:0:1 Total Credits:2	Total number of Hours- 20

Evaluation scheme & Marks	
Internal Evaluation	50 marks
Total marks	50 Marks

PURPOSE:

This Certification Program in Event Management program is designed with a view to train the students in skills to plan, manage and implement various types of events and to enable them to effectively undertake entry level jobs in event management organizations.

The course objectives (COs):

- To study the concept and significance of Event Management.
- To enable students to understand the essentials of planning an event.
- To understand the importance of Human Resources in the Event Management environment.
- To enable students to get knowledge of Accounting, Legal & Ethical issues involved in Event Management.

Unit #	Content	Contact Hours (1 hr =60min)
01	Introduction To Event Management Nature, Scope, Significance & Components of Event Management, Responsibility of Event Planners, Identifying Venue, Layout Plan	5
02	Planning For Event Management Planning, Concept, Nature & Practices in Event Management: Organizing & Planning Events, C.R.M., Event Coordination	3
03	Human Resources In Event Management Concept of HRM, Context & Key issues of people in an event organization, Organizing System & Functions of HR, HR Structure & Strategy	2
04	Basic Accounting For Event Management Accounting, Meaning, Concepts, Definitions, Users Of Accounting Business.	5



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05	Marketing For Event Business Nature, Need & Importance, Special Feature of Event Marketing, Event Marketing Mix Product / Price / Promotion / Distribution / Partnership / Physical Evidence / Packaging / Physical Evidence	5
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REFERENCE BOOKS:

- Event Management and Marketing: Theory, Practical Approaches and Planning [Paperback] Dr. Anukrati Sharma and Dr. Shruti Arora

Course name & code- 408-B- Certification Course on Investment & Portfolio Management	Course Type-AE & SDC
LTP-1:1:0 Total Credits:2	Total number of Hours-20

Evaluation scheme & Marks	
Internal Evaluation	50 marks
Total marks	50 Marks

The course objectives (COs):

- Analyze the financial environment and various investment opportunities.
- Evaluate different asset classes and their risk-return characteristics.
- Apply fundamental and technical analysis techniques to security selection.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Investment and Portfolio Management <ul style="list-style-type: none"> Financial Markets and Institutions Investment Vehicles and Asset Classes The Investment Process Risk and Return Trade-off 	5
2	Module 2: Financial Statement Analysis <ul style="list-style-type: none"> Understanding Financial Statements Ratio Analysis for Investment Decisions Inter and Intra firm Analysis 	5
3	Cost of Capital <ul style="list-style-type: none"> Introduction and Definition of Cost of Capital Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Measurement of WACC using book value and market value method. 	10

Reference books :



1. Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education. Chapters 1,3,4,5,6,9,10.
2. Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education.
3. Sharpe, W.F., Alexander, G.J. & Bailey, J. Investments, (6th edition), Prentice Hall of India.
4. Frank K Reilly & Keith C Brown, (2012) Analysis of Investments and Management of Portfolios (12th edition), Cengage India Pvt. Ltd.
5. Chandra, P. (2017) Investment Analysis and Portfolio Management; Tata McGraw Hill Education Private Limited

Course name & code- 408-C- Certification Course on Advertising & Sales Promotion	Course Type-AE & SDC
LTP-1:1:0 Total Credits:2	Total number of Hours- 20

Evaluation scheme & Marks	
Internal Evaluation	50 marks
Total marks	50 Marks

The course objectives (COs):

1. Understanding the concepts of advertisement and sales promotion
2. Get exposed to new trends in advertising and sales promotion
3. Enhance skills to motivate the salesperson to reach their targets
4. Creating the solutions to the Sales promotion and developing creativity in advertisement

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Advertising: Defining, Introduction, advertising objectives, Advertising Effectiveness, Role of Advertising in Marketing Mix, Role of Advertising in the Indian economy, Impact of advertising on the Indian Economy	5
2	Structure of Advertising Agency: Departments of an Advertising Agency, Types of advertising copy, Copy Testing Methods, The DAGMAR Approach & AIDA Approach, Advertising Budget Practices, Misleading and Deceptive advertisements	7
3	Introduction to Sales & Promotion: Importance of sales promotion, Types of sales promotion, Involvement of salesman and dealers, Sales Manager Qualities and functions. Steps in designing of Sales Promotion Campaign, Developing a sales promotion programme,	8



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Reference books:

- Kotler, Keller, Koshy And Jha “ Marketing Management” 13th edition Pearson Education
- Stanton W.J. et al: Fundamentals of Marketing, McGraw H
- George E. Belch, Micheal A. Belch, Keyoor Purani: Advertising and Promotion; Tata McGraw Hill
- S.H.H Kazmi & Satish K Batra, Advertising and Sales Promotion- Excel Books
- Dr. Shaila Bootwala Dr. M.D. Lawrence and Sanjay R. Mali -Advertising and Sales Promotion- Nirali Prakashan
- Personal Selling and Salesmanship Paperback– 2018 by Neeru Kapoor (Author)
- Salesmanship Practices and Problems Paperback– Import, 15 Mar 2007 by Bertrand R.



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***Specialization Core (SC) +Specialization
Electives (SE) Courses syllabus with structure
MBA-II, SEM-IV***



Structure for Marketing Management Specialization Courses

MBA-II, SEMESTER-IV

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
404-MKT	Marketing Strategy	SC	3	1	-	4	25	25	50	100
405-MKT	Sales and Distribution Management	SC	3	1	-	4	25	25	50	100
406-MKT	Integrated Marketing Communications	SC	3	1	-	4	25	25	50	100
(Select any 1 from 407-A, 407 -B & 407 - C)										
407-MKT-A	Green Marketing	SE	1	1	-	2	50	-	-	50
407-MKT-B	International Marketing	SE	1	1	-	2	50	-	-	50
407-MKT-C	Business to Business Marketing	SE	1	1	-	2	50	-	-	50
	Total		10	4	0	14				350



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Detailed Syllabus for Marketing Management Specialization Courses

MBA-II, SEMESTER-IV



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Course name & code- 404- MKT Marketing Strategy	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 404.1	REMEMBERING	To demonstrate the ability to integrate concepts, principles, and skills learned in specialized courses leading up to this course
CO 404.2	UNDERSTANDING	To Understand the meaning and importance of strategic marketing and planning.
CO 404.3	APPLYING	To demonstrate the ability to apply concepts, principles, and skills in making strategic decisions
CO 404.4	ANALYZING	To analyze the opportunities and strengths to create strategies that build a firm's competitive advantage
CO 404.5	EVALUATING	To employ the case analysis technique to simulate real-world business situations.
CO 404.6	CREATING	To create the pool of knowledge of recent trends in marketing strategy.

Unit #	Content	Contact Hours (1 hr =60min)
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1	Introduction to Marketing Strategies • Introduction: Marketing Strategies – Concept, Evolution, Role/ Importance, Types, Formulation of Marketing Strategies- Steps • Marketing Opportunities and Plan: Analyzing Marketing Opportunities, Future of Marketing, Effective Marketing Plan. • New Marketing Strategies: Holistic, New Brand, Service, Green and Guerrilla Marketing Strategies	10
2	Developing Marketing Strategies & Plans • Marketing Mix: Marketing Strategy Implementation - Steps, Marketing Mix 4 P's – Importance, Alternative Marketing Mix Propositions- Profit, People, and Planet. • Marketing Plans: Marketing Planning- Importance, Types and Content, Strategic Business Unit - Structure, SWOT Analysis. • Defensive Marketing Strategies: Importance, Types, Offensive V/S Defensive Marketing Strategies, Position Defense Strategies	11
3	Market Environmental Trends • Environmental Analysis: Analyzing the Macro Environment, Theories of Marketing- PESTLE Analysis, VRIO Analysis, Porter's Competency Model, and Customer Perceived Value (CPV). •	7
4	Building Customer Value: Applying Customer Value and Satisfaction, Customer Relationship Management (CRM)- Concepts and Techniques • Customer Loyalty: Importance, Consumer Behaviour – Impact of Personal, Cultural, Social and Psychological Factors.	7
5	Recent Trends in Marketing Strategies • Emerging Strategies: 21st Century Marketing Strategies, Global Marketing Strategies, and Strategies for Entering Emerging Market. • E-Marketing: Concept, Pros and Cons, Digital Marketing – Concept and features, Experiential Marketing – Concept and features, Hospitality Marketing Management. • Social Marketing: Social Marketing - Importance, Barriers, Trends in Marketing Practices in India and across Globe.	10

Recommended Books-

1. Philip Kotler, Kevin lane Keller, Abraham Koshy and Mithileshwar Jha (2009). Marketing Management - A South Asian Perspective: Thirteenth Edition. New Delhi : Pearson Education.
2. V. S. Ramaswami and S Namakumari (2009). Marketing Management - Global Perspective Indian Context : Fourth Edition. New Delhi : Macmillan India.
3. Rajan Saxena (2010). Marketing Management : Fourth Edition. New Delhi : Tata McGraw - Hill.
4. Blakeman Robyn (2010). Integrated marketing Communication Creative Strategy From Idea to Implementation. New Delhi : pinnacle.

Course name & code- 405 MKT- Sales and Distribution Management	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45



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Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 405.1	REMEMBERING	Memorize key terminology, models, and frameworks used in sales and distribution.
CO 405.2	UNDERSTANDING	Comprehend the various functions and processes involved in sales and distribution, including channel management, sales force management, and logistics.
CO 405.3	APPLYING	Implement effective sales and distribution strategies to optimize market coverage and reach target customers.
CO 405.4	ANALYZING	Assess the impact of external factors such as economic conditions, regulatory changes, and technological advancements on sales and distribution strategies.
CO 405.5	EVALUATING	Evaluate the strengths and weaknesses of sales and distribution systems within organizations.
CO 405.6	CREATING	Design comprehensive sales plans and distribution networks that align with organizational goals and objectives.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Sales and Distribution Management- <ul style="list-style-type: none"> Definition and scope of sales and distribution management Importance of effective sales and distribution strategies Evolution of sales and distribution practices Key concepts and terminology in sales and distribution Role of sales and distribution in the marketing mix 	7



2	Sales Force Management- <ul style="list-style-type: none">Recruitment, selection, and training of sales personnelSales territory design and managementSales forecasting and goal settingSales performance evaluation and incentive systemsMotivation and leadership in sales management	9
3	Channel Management- <ul style="list-style-type: none">Types of distribution channels (direct vs. indirect)Channel design and selectionChannel dynamics and conflict resolutionManaging channel relationships and partnershipsEvaluating channel performance and effectiveness	9
4	Logistics and Supply Chain Management <ul style="list-style-type: none">Introduction to logistics and supply chain managementRole of logistics in sales and distributionInventory management and controlTransportation and warehousingOutsourcing and third-party logistics (3PL)	10
5	Sales and Distribution Strategies <ul style="list-style-type: none">Developing sales and distribution strategiesMarket segmentation and targetingProduct pricing and positioning strategiesPromotional strategies and tacticsInternational sales and distribution considerations	10

Text Books-

1- "Sales Management: Analysis and Decision Making" Author: Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker Jr. Publisher: Routledge

Reference books-

2-"Sales Management: Analysis and Decision Making" Author: Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker Jr. Publisher: Routledge

3-"Distribution Channels: Understanding and Managing Channels to Market" Author: Julian Dent, Publisher: Kogan Page

4-"Sales and Distribution Management: An Indian Perspective", Author: Krishna K. Havaldar, Vasant M. Cavale, Publisher: Tata McGraw-Hill Education, Title: "Strategic Sales Management: A Boardroom Issue", Author: Nigel F. Piercy, Nikala Lane, Publisher: Oxford University Press

5-"The Sales Acceleration Formula: Using Data, Technology, and Inbound Selling to Go from \$0 to \$100 Million", Author: Mark Roberge, Publisher: Wiley,



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Course name & code- 406 MKT- Integrated Marketing Communications	Course Type-SC
LTP-3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 406.1	REMEMBERING	Understand the concept of Integrated Marketing Communication and its significance in contemporary business practices.
CO 406.2	UNDERSTANDING	Analyze the role of IMC in building brand equity and fostering customer relationships.
CO 406.3	APPLYING	Evaluate various components of IMC, including advertising, public relations, sales promotion, direct marketing, and digital media.
CO 406.4	ANALYZING	Develop proficiency in strategic planning and implementation of IMC campaigns across diverse marketing channels.
CO 406.5	EVALUATING	Explore the integration of various communication channels to create cohesive and effective marketing campaigns
CO 406.6	CREATING	Apply theoretical concepts and practical tools to solve real-world marketing communication challenges faced by organizations.

Unit #	Content	Contact Hours (1 hr =60min)
1	Fundamentals of Integrated Marketing Communications: Introduction, Evolution of IMC,	5



	Communication Process, Traditional and alternative Response Models, Budgeting, DAGMAR, Problems in Setting Objectives, Setting objectives for the IMC Program	
2	Advertising: Advertising– Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. A study of 5 M's of advertising – Mission, Money, Message, Media & Measuring Advertising Effectiveness, Factors involved in Agency selection, Ad Agency Organizational Structure, Changing Roles of Ad Agencies: Corporate expectations from Ad Agencies, Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.	10
3	Direct Marketing – Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of direct Marketing direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing, Public Relations and Publicity, Introduction, Role of PR in IMC, Events, Experiences and Sponsorships, Sales Promotion: Concept, Types, Tools of sales promotion, Growth of Sales Promotion, Strategic Issues in Designing Sales Promotion Campaign, Personal Selling as Tools of Integrated Marketing Communication, Qualities of good Sales People, Strategic Issues in Designing Personal Selling Program	10
4	Managing Digital Communications: Emergence of Digital Communication: The need of the hour, Traditional Marketing Vs Digital Marketing, Managing marketing communications on social media, Creating and managing Digital Word of Mouth, Scope of Digital Marketing, Tools of digital marketing, Mobile Marketing, Email Marketing, Social Media Marketing, E-PR, Types of Internet Marketing,	5
5	Evaluation and Ethics: Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.	10

Text Books-

1- Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Reference books-

1. Percy, L. (2023). Strategic integrated marketing communications. Taylor & Francis.
2. Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). Marketing management: an Asian perspective. Harlow: Pearson.
3. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
4. Personal Selling - M. C. Cant, C. H. van Heerden
5. ABC's of Relationship Selling - Charles Futrell



6. Public Relations: Strategies and Tactics" by Dennis L. Wilcox, Glen T. Cameron, and Bryan H. Reber.

Course name & code- 407-MKT-A Green Marketing	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Understand the concept and principles of green marketing and its significance in sustainable business practices.
CO 407.2	UNDERSTANDING	Analyze consumer behavior and market trends related to green products and services.
CO 407.3	APPLYING	Identify the specificities of green green marketing in relation to 'traditional' marketing.
CO 407.4	ANALYZING	Critically assess the ethical and social implications of green marketing practices.
CO 407.5	EVALUATING	Develop and implement green marketing strategies that align with environmental sustainability goals.
CO 407.6	CREATING	Apply green marketing principles to real-world business scenarios and develop sustainable marketing solutions.

Unit #	Content	Contact Hours (1 hr =60min)
1	Fundamentals of Green Marketing: Meaning & Concept & Evolution of Green Marketing, Types of Green Marketing, Difference in between Marketing & Green Marketing, Green Product - Green Marketing – Importance of Green Marketing - Importance of green marketing - Benefits of Green Marketing- Adoption of Green	7



	Marketing- Green Marketing Mix – Strategies to Green Marketing.	
2	Segmentation of Green Marketing: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index Promotional Channels of Green Marketing.	5
3	Green Marketing Policies: Introduction to Green Marketing Policy & Process, Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITCs Paperkraft – Maruti's Green Supply Chain – ONGCs Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco-friendly handsets- Wipro Infotech's Eco-friendly computer peripherals.	5
4	Environmental Consciousness: Introduction to Environment Consciousness, Types of Environmental Consciousness - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste.	6
5	Environmental Technological & Legal Aspects: Manufacturing industry: Energy consumption and GHG emissions, Long-term changes in sustainable "Production and Consumption", Sustainable Patterns of Materials, Sustainable Energy and Climate Technologies, Green Technologies for Energy Intensive, Selected Emerging Green Technologies: Carbon capture and Storage (CCS) and Renewable, Impacts of emerging green technologies for the manufacturing Sector on Innovation, Green technologies as Drivers of Innovation, Innovation dynamics for Green Technologies are Relevant in Manufacturing. Products that have eco-friendly packaging, Products that are not tested on animals, Products made from chemicals that have been approved, Products that are reusable and bio-degradable, Emission Laws, Waste Water Management Laws, etc.	7

Text Books-

- 1- Green Marketing Management by Robert Dahlstrom, Cengage Learning India. Latest Edition.
- 2- Green Marketing - Concepts, Literatures and Examples. M.Meera. Evincepub Publishing. Latest Edition.

Reference books-

- 1- Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017. Latest Edition.
- 2- Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993. Latest Edition.
- 3- The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011. Latest Edition.

Course name & code- 407-MKT-B International Marketing	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30



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Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	Main terms and key concepts associated with international marketing.
CO 304.2	UNDERSTANDING	Understanding various key concepts used in all aspects of international marketing.
CO 304.3	APPLYING	Current trends, Online methods, Following rules & regulations of International marketing.
CO 304.4	ANALYZING	Different pricing methods, Different promotional activities and their impacts.
CO 304.5	EVALUATING	Different strategies used in international marketing, challenges and opportunities.
CO 304.6	CREATING	External environmental factors used in international marketing & it's impact on export or import.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction to International Marketing Meaning, Nature, Scope and Importance of International Marketing, Management. International Marketing EPRG Framework, Overview of, International Marketing Management Process, International Marketing, Environment and Its Effect on International Marketing. Economic, Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic, environment, Natural Environment, Technological Environment.	6
2	Unit-2 International Marketing Mix -Marketing mix, meaning definition. International Products, Meaning, definition, types, needs & advantages, applications. International Promotion... Meaning, definition, types, needs & advantages, applications. International Pricing, Meaning, definition, types, strategies, needs, advantages and applications. International Place /Distribution... Meaning, definition, types, needs, advantages, and	6



	applications.	
3	Unit-3 International Product Life Cycle Meaning, definition, different stages involved in PLC, Challenges in PLC and different strategies to overcome these international challenges, Managing Product Mix and Product Line. New Product Development, steps or stages in the International market. Intellectual Property Rights, need, challenges, solutions at International market.	6
4	Unit-4 International Promotion & Distribution, International Promotion Mix Decisions, Tools of International Promotion, Advertising, Sales promotion, Publicity, Public relation, Personal selling, Direct marketing. Distribution channels, Selection of appropriate channels, Dispatch schedule, Route plan, Selection of mode of, transportation, Warehousing facilities, Role of C & F agents,, International intermediators, Collection of payment, Different mode of, payments, Transportation & logistics, Marine insurance & It's types.	6
5	Unit-5. Modern trends & Online upcoming methods in International Market. , Modern trends in current international marketing, Challenges and, Solutions. Offline and Online methods of marketing. Competition, between traditional Vs. modern methods of marketing. Challenges and, Opportunities in both methods, Role of IT in international marketing., New opportunities through Online marketing. Different marketing strategies of top international organized retailing player's in worldwide market.	6

Text Books-

1. International Marketing Management text & cases by K. C. Mathur
2. Global Marketing Management by Keegan Warren J. and Green M.C. Pearson Education.
3. International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
4. International Marketing Management by Subhash Jain, CBS Publishers & Distributors.
5. International Marketing by Rajgopal, Vikas Publishing House.
6. International Marketing by Rakesh Mohan Joshi, Oxford University Press.

Reference books-

1. International Marketing Management by Richard Fletcher & Heather Crawford, Pearson
2. International Marketing by Czinkota and Ronkainen, Cengage Learning.
3. Global Marketing Management by Kotabe and Helsen, Wiley Publication.
4. International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.

Course name & code- Marketing	407-MKT-C Business to Business	Course Type-SE
LTP- 1:1:0 Total Credits:2		Total number of Hours- 30



Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	<ul style="list-style-type: none"> Overview of B2B marketing Characteristics of business markets Key differences between B2B and B2C marketing Introduction to Business Customer Value Understanding value creation in business markets Key concepts and principles of value-based marketing Introduction to Brand Strategy
CO 407.2	UNDERSTANDING	<ul style="list-style-type: none"> Understanding Business Buying Behavior The buying process in organizations Factors influencing organizational buying decisions Decision-making units and roles in business purchases Analyzing Business Customer Needs Techniques for identifying and understanding business customer needs Market research methods for gathering customer insights Brand Positioning and Differentiation
CO 407.3	APPLYING	<ul style="list-style-type: none"> Market Analysis and Segmentation Market analysis techniques for B2B markets Segmentation approaches in business marketing Targeting strategies for business markets Designing Value Propositions Developing value propositions that resonate with business customers Differentiation strategies for creating competitive advantage Advertising Strategy and Planning Fundamentals of advertising strategy
CO 407.4	ANALYZING	<ul style="list-style-type: none"> Product and Service Innovation Strategies for innovating products and services to meet business customer needs Case studies of successful product and service innovations in B2B markets Channel Integration and Coordination Techniques for integrating and coordinating channel activities Channel conflict resolution and management Supply Chain Design and Optimization Principles of supply chain design in B2B contexts



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CO 407.5	EVALUATING	<ul style="list-style-type: none"> Sales Strategy and Management Sales planning and forecasting Sales force organization and management Sales Tactics and Techniques Sales presentation skills
CO 407.6	CREATING	<ul style="list-style-type: none"> Brand Architecture and Portfolio Management Designing brand architectures to manage brand portfolios Strategies for optimizing brand portfolios for growth and profitability Pricing Strategies Pricing objectives and methods Pricing tactics and techniques for maximizing profitability Value-Based Pricing Understanding customer value perception Implementing value-based pricing strategies

Unit #	Content	Contact Hours (1 hr =60min)
1	Exploring Business Markets and Business Marketing Overview of B2B marketing <ul style="list-style-type: none"> Characteristics of business markets Key differences between B2B and B2C marketing Understanding Business Buying Behavior <ul style="list-style-type: none"> The buying process in organizations Factors influencing organizational buying decisions Decision-making units and roles in business purchases Market Analysis and Segmentation <ul style="list-style-type: none"> Market analysis techniques for B2B markets Segmentation approaches in business marketing Targeting strategies for business markets 	6
2	Introduction to Business Customer Value <ul style="list-style-type: none"> Understanding value creation in business markets Key concepts and principles of value-based marketing Analyzing Business Customer Needs <ul style="list-style-type: none"> Techniques for identifying and understanding business customer needs Market research methods for gathering customer insights Designing Value Propositions <ul style="list-style-type: none"> Developing value propositions that resonate with business customers Differentiation strategies for creating competitive advantage Product and Service Innovation <ul style="list-style-type: none"> Strategies for innovating products and services to meet business customer needs Case studies of successful product and service innovations in B2B markets 	6



3	<p>Designing Brand, Product and Product Development Strategies</p> <p>Introduction to Brand Strategy</p> <ul style="list-style-type: none"> Understanding the role of brands in business Key concepts in brand management and strategy <p>Brand Positioning and Differentiation</p> <ul style="list-style-type: none"> Positioning strategies to establish a unique brand identity Differentiation techniques for creating competitive advantage <p>Brand Architecture and Portfolio Management</p> <ul style="list-style-type: none"> Designing brand architectures to manage brand portfolios Strategies for optimizing brand portfolios for growth and profitability <p>Product Design Principles</p> <ul style="list-style-type: none"> Principles of product design and development Design thinking methodologies for innovation 	6
4	<p>Managing B2B Channels and Supply Chain</p> <p>Introduction to B2B Channels and Supply Chain Management</p> <ul style="list-style-type: none"> Overview of B2B channels and supply chain concepts Importance of effective channel and supply chain management in B2B market <p>Channel Design and Development</p> <p>Strategies for designing and developing B2B distribution channels</p> <ul style="list-style-type: none"> Channel selection and partner relationship management <p>Channel Integration and Coordination</p> <ul style="list-style-type: none"> Techniques for integrating and coordinating channel activities Channel conflict resolution and management <p>Supply Chain Design and Optimization</p> <ul style="list-style-type: none"> Principles of supply chain design in B2B contexts Techniques for optimizing supply chain networks <p>Emerging Trends in B2B Channels and Supply Chain Management</p> <ul style="list-style-type: none"> Technological advancements and their impact on B2B channels and supply chains Sustainable and ethical considerations in channel and supply chain management 	6
5	<p>Building Strong Pricing, Advertising, and Sales Strategies</p> <p>Introduction to Pricing, Advertising, and Sales Strategies</p> <ul style="list-style-type: none"> Overview of pricing, advertising, and sales concepts Importance of strategic alignment between pricing, advertising, and sales Pricing Strategies Pricing objectives and methods Pricing tactics and techniques for maximizing profitability <p>Value-Based Pricing</p> <ul style="list-style-type: none"> Understanding customer value perception Implementing value-based pricing strategies <p>Advertising Strategy and Planning</p> <ul style="list-style-type: none"> Fundamentals of advertising strategy Developing advertising campaigns that resonate with target audiences <p>Integrated Marketing Communications (IMC)</p>	6



	<ul style="list-style-type: none">• Role of integrated marketing communications in advertising• Coordinating advertising efforts with other marketing communication channels <p>Sales Strategy and Management</p> <ul style="list-style-type: none">• Sales planning and forecasting• Sales force organization and management <p>Sales Tactics and Techniques</p> <ul style="list-style-type: none">• Sales presentation skills• Negotiation tactics and strategies	
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Textbook:

- "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Kevin Lane Keller, Pearson, latest edition.
- Hutt, M.D., & Speh, T.W. *Business Marketing Management: B2B, Loose-Leaf with Mindtap*. 12th ed. Boston: Cengage, 2017.. ISBN: 1337496480

Additional Readings:

- "Product Design and Development" by Karl T. Ulrich and Steven D. Eppinger, McGraw-Hill Education, latest edition.
- "Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity" by David A. Aaker, Free Press, latest edition.



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

Structure for Financial Management Specialization Courses

MBA-II, SEMESTER-IV

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
404-FIN	Strategic Cost Management	SC	3	1	-	4	25	25	50	100
405-FIN	Behavioural Finance	SC	3	1	-	4	25	25	50	100
406-FIN	International Finance	SC	3	1	-	4	25	25	50	100
(Select any 1 from 407-A, 407 -B & 407 - C)										
407-FIN-A	Project Appraisal and Finance	SE	1	1	-	2	50	-	-	50
407 FIN-B	Corporate Finance	SE	1	1	-	2	50	-	-	50
407-FIN-C	Personal Financial Planning	SE	1	1	-	2	50	-	-	50
	Total		10	4	0	14				350



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Detailed Syllabus for Financial Management Specialization Courses

MBA-II, SEMESTER-IV



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Course name & code- 404-FIN Strategic Cost Management	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 404.1	REMEMBERING	Recall key cost management terminologies and concepts like cost drivers, activity-based costing, and life cycle costing.
CO 404.2	UNDERSTANDING	Comprehend the impact of cost structures on profitability and decision-making.
CO 404.3	APPLYING	Apply cost management techniques to estimate and manage costs associated with specific products, services, or projects.
CO 404.4	ANALYZING	Analyze the cost implications of various strategic alternatives.
CO 404.5	EVALUATING	Critically assess the financial viability of strategic decisions from a cost perspective.
CO 404.6	CREATING	Recommend innovative approaches to cost management based on industry best practices and emerging trends.



Unit #	Content	Contact Hours (1 hr =60min)
1	<p>Introduction Strategic Cost Management</p> <ol style="list-style-type: none"> 1. Definitions 1.1 Philosophy of Strategic Cost Management 1.2 Significance of Strategic Cost Management 1.3 Cost as a source of Competitive Advantage 1.4. The Strategic Costing Process 1.5. Cost Accounting Concepts 1.6. Cost control 1.7 Cost reduction 1.8 Cost allocation 1.9. Cost center. 1.10. Difference between cost accounting and management accounting 	5
2	<p>Target Costing, Life Cycle Costing And Kaizen Costing</p> <ol style="list-style-type: none"> 2.1.Target Costing: <ol style="list-style-type: none"> 2.1.1 Definition 2.1.2 Key Principles of Target Costing 2.1.3. Target Costing Vs. Traditional Cost Management process 2.1.4 Establishing Price and Profit Margins from allowable to achievable target 2.1.5 Limitations of target costing. 2.2. Life cycle Costing: <ol style="list-style-type: none"> 2.2.1 Meaning- Meaning of Product Life cycle 2.2.2. Phases in Product Life Cycle. 3. Kaizen costing: <ol style="list-style-type: none"> 3.1. Importance of Kaizen Costing 3.2. Process of Kaizen Costing 3.3.Applying Kaizen Costing to Suppliers. 	8
3	<p>Costing of Service Sector</p> <ol style="list-style-type: none"> 3.1. Introduction of service sector 3.2. Significance of service sector 3.3. Significance of costing in service sector 3.4. Methods of service sector costing 3.5. Pricing of service sector 3.6.Performance measurement 	5
4	<p>Responsibility and Green Accounting</p> <ol style="list-style-type: none"> 4.1. Responsibility Accounting <ol style="list-style-type: none"> 4.1.1 Definitions, 4.1.2. Features of Green Accounting 4.1.3. Objectives of responsibility accounting, 4.1.4. Steps involved in responsibility accounting; 4.1.5. Responsibility centres; 4.1.6. Social Cost-Benefit Analysis; 4.2. Green Accounting 	12



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	4.2.1. Meaning of green accounting; 4.2.2. Benefits of green accounting; 4.2.3. Limitations of green accounting; 4.2.4. Laws related to green accounting; 4.2.5. Opportunities in green accounting; 4.2.6. Green accounting in India and the way forward.	
5	Cost of Control and Total Quality Management 5.1. Quality Cost Concept: 5.1.1 Meaning 5.1.2 Quality Cost Categories 5.1.3. Quality Cost elements 5.1.4. Quality Cost base analysis and measurement of company 5.1.5. Preparation and implication of quality cost programme 5.1.6. Quality Improvement and Quality Cost Reduction. 5.2. Total Quality Management 5.2.1. Definition of TQM, 5.2.2. Stages, 5.2.3 Principles 5.2.4. Control 5.2.5. Corrective Actions.	10

Suggested Books:

1. Introduction to Management Accounting, Horngren, Sundem Stratton, Prentice Hall, Publisher.
2. Management Accounting, Atkusan Kapak, Pearson Publication
3. Management Accounting, James Jiamtalvo-Wiley Publication
4. International Accounting, Shirin Rathore, Prentice Hall Publication
5. Management Accounting, I.M. Pandey, Vikas Publishing House
6. Management Accounting, SP Gupta, Sahitaya Bhawan Publication
7. Management Accounting, Harsen and Mowen, Thompson
8. Advanced Cost and Management Accounting, V.K. Saxena & C.D. Vashist, S. Chand & Sons Publications.

Course name & code- 405-FIN Behavioural Finance	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks



The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 405.1	REMEMBERING	Remembering key concepts and theories in behavioral finance
CO 405.2	UNDERSTANDING	Understanding the psychological factors and biases that influence financial decision-making.
CO 405.3	APPLYING	Applying behavioral finance principles to analyze real-world financial issues.
CO 405.4	ANALYZING	Examining the influence of cognitive biases on investment strategy and market outcomes.
CO 405.5	EVALUATING	Evaluate the effectiveness of behavioral treatments in financial decision-making.
CO 405.6	CREATING	Developing novel techniques to reduce biases and improve financial decision-making.

Unit #	Content	Contact Hours (1 hr =60min)
1	Overview of Behavioral Finance: Nature, Scope, Goals, and Uses; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting	9
2	Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.	9
3	Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.	9
4	Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.	8



5	Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.	10
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Text Books-

1. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
2. Handbook of Behavioral Finance – Brian R. Bruce
3. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
4. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
5. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)

Reference books-

1. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
2. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
3. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
4. Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.
5. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
6. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill

Course name & code- 406-FIN International Finance	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 406.1	REMEMBERING	Remember the Basic Concept of International Financial Management



CO 406.2	UNDERSTANDING	Understanding the mechanisms and theories governing international financial transactions.
CO 406.3	APPLYING	Applying international finance principles to analyze real-world economic scenarios.
CO 406.4	ANALYZING	Analyzing the impact of exchange rate movements and global economic factors on financial markets.
CO 406.5	EVALUATING	Assessing the efficiency of international financial strategies in managing risks and opportunities.
CO 406.6	CREATING	Developing comprehensive international financial plans to maximize financial performance in a global setting.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to International Finance International Financial Environment: Overview, Nature and Scope of International Finance Evolution of international financial system– gold standard, Breton woods standard, floating exchange rate; International Finance Management VS Domestic Financial Management.	8
2	Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts. Concept of cryptocurrency. Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models.	9
3	International Financial Institutions: European Monetary Union. IMF and World Bank. Different development banks like ADB, BRICS Development Bank and EBRD etc, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.	9
4	Foreign Exchange Exposures: Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure-Managing Transaction and Translation Exposure, Designing a	10



	Hedging Strategy, Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and foreign bonds.	
5	International Investment Management: International Portfolio Investment-Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optimal International Asset Allocation. International project appraisal-IRR and APV methods; Managing Political Risk-Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.	9

Text Books-

1. O P Agarwal International Financial Management, 3rd Edition 2014 HPH
2. Gupta Shashi K., Rangi Praneet International Finance 2nd Edition 2017, Kalyani Publishers

Reference books-

1. Maurice D. Levi; "International Finance" 5ed. Routledge, Taylor & Francis Group
2. Eun Cheol S. and Resnick, Bruce G. "International Finance Management", 7th ed, McGraw Hill
3. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition
4. Shailaja G, "International Finance", 2010, 2nd Ed. Orient Black'swan
5. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
6. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
7. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books.
8. Vyuptakesh Sharan, International Financial Management, , 4th Ed, 2006, PHI Learning Pvt. Ltd.
8. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.

Course name & code- 407-FIN-A Project Appraisal and Finance	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30
Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks



The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Identify different types of project appraisals.
CO 407.2	UNDERSTANDING	Explain the purpose and importance of project appraisal in the decision-making process.
CO 407.3	APPLYING	Apply financial appraisal techniques to evaluate the feasibility of a proposed project.
CO 407.4	ANALYZING	Compare and contrast different project appraisal methods and their suitability for specific scenarios.
CO 407.5	EVALUATING	Evaluate the effectiveness of different project financing models for achieving project objectives.
CO 407.6	CREATING	Propose strategies to mitigate project risks and ensure financial sustainability.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction of Project Appraisal 1.1. Definition of project appraisal, finance etc. 1.2. Characteristics of project 1.3. Significance of project appraisal 1.4. Types of Project Appraisal, 1.5. Attributes of a Good Project Manager 1.6. Steps of Project 1.7. Feasibility study of project	6
2	Financial Analysis 2.1 Estimation of cost of project & means of financing, 2.2 Arrangement of Funds, 2.3. Traditional sources of financing: 2.3.1. Equity shares, 2.3.2. Preference shares, 2.3.3. Debentures/bonds, 2.3.4. Loan from Financial institutions, 2.4. Alternative sources of financing 2.4.1. FDI & FII, 2.4.2. Securitization,	6



	2.4.3. Venture Capital, 2.5. Different business/project support government schemes in India, 2.6. Government funding for projects, 2.7. Startup schemes of government,	
3	Social Cost Benefit Analysis 3.1. Definitions 3.2. Significance 3.3. Rationale, 3.4. UNIDO, 3.5. Little and Mirrlees Approach, 3.6. Public Private Partnerships (PPP): 3.6.1. Forms, 3.6.2. Guidelines, 3.6.3 Problems and Issues.	6
4	Project Risk analysis 4.1 Definitions 4.2. Types of risk, 4.2.1 External stakeholders-related risks: a. Consumers, b. Suppliers, 4.2.2. Internal risks: a. Project team members, b. Top-management, 4.2.3. Project-related risks: a. Technological b. Logistic risks, 4.2.4. Event-related risks: economic a. Financial crisis b. Sociopolitical, 4.3. Monte Carlo Simulation, 4.5. Project audit.	6
5	Project Appraisal Reports 5.1. Meaning of Project Reports 5.2. Structure and contents of a project appraisal report. 5.3. Significance 5.4. Components of a Project Appraisal Report 5.5. Types of Project Appraisal reports 5.6. Issues	6

Suggested Readings:

1. Projects: Planning, Analysis, Financing, Implementation & Review, Prasanna Chandra
2. Introduction to Project Finance: An Analytical Perspective, H R Machiraju
3. Project Management, Maylor
4. Project Management : By Jeffery Pinto
5. Project Management, K. Nagarajan, New Age International Publisher



Course name & code- 407-FIN-B Corporate Finance	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours-30
Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Recall and define key concepts related to corporate finance. Retain information on financial markets, institutions, and regulatory frameworks.
CO 407.2	UNDERSTANDING	Understand the role and responsibilities of financial managers in corporate settings. Comprehend the fundamentals of financial statement analysis and its relevance in assessing company Performance. Grasp the concepts and methods of capital budgeting for investment decision-making.
CO 407.3	APPLYING	Apply financial statement analysis techniques to interpret and evaluate company financial statements. Utilize capital budgeting tools to analyze and select investment projects. Apply cost of capital principles to determine optimal capital structure for a company.
CO 407.4	ANALYZING	Evaluate dividend policy decisions based on company objectives and financial constraints. Assess the effectiveness of working capital management policies in optimizing liquidity and profitability. Evaluate the financial performance and valuation of a company using relevant financial metrics.
CO 407.5	EVALUATING	Evaluate dividend policy decisions based on company objectives and financial constraints. Assess the effectiveness of working capital management policies in optimizing liquidity and profitability. Evaluate the financial performance and valuation of a company using relevant financial metrics.



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CO 407.6	CREATING	Develop optimal capital structure and dividend policy recommendations for a company. Create working capital management strategies to minimize financing costs and maximize operational efficiency.
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Unit #	Content	Contact Hours (1 hr =60min)
1	Unit 1: Introduction to Corporate Finance , Overview of corporate finance and its importance. Role and responsibilities of financial managers. Financial markets and institutions.	6
2	Unit 2: Financial Statement Analysis, Understanding financial statements: balance sheet, income statement, and cash flow statement. Ratio analysis and its significance in assessing financial performance. Forecasting techniques for financial planning.	6
3	Unit 3: Capital Budgeting, Concepts and methods of capital budgeting. Evaluation of investment projects: payback period, net present value (NPV) internal rate of return (IRR), and profitability index (PI). Risk analysis in capital budgeting decisions.	6
4	Unit 4: Cost of Capital and Capital Structure, Determination of cost of debt, cost of equity, and weighted average cost of capital (WACC). Capital structure theories: Modigliani-Miller propositions, trade-off theory, and pecking order theory. Optimal capital structure and its implications.	6
5	Unit 5: Factors influencing dividend policy decisions. Dividend theories: Walter model, Gordon model, and residual theory. Share repurchase and dividend reinvestment plans. Working Capital Management ,Management of current assets and liabilities.Cash management, inventory management, and receivables management. Financing working capital requirements.	6

Textbooks -

Principles of Corporate Finance by Richard A. Brealey, Stewart C. Myers, and Franklin Allen Publisher: McGraw-Hill Education

Corporate Finance: Indian Adaptation by Ross, Westerfield, Jaffe, Jain, and Rustogi Publisher: McGraw-Hill Education India

Reference Books:

Corporate Finance: Theory and Practice by Aswath Damodaran Publisher: Wiley

Corporate Finance: A Practical Approach by Michelle R. Clayman, Martin S. Fridson, and George H. Troughton Publisher: Wiley

Corporate Finance: South Asian Perspective by Chandra Sekhar Mishra and S. K. Mohanty Publisher: Pearson India



Course name & code- Planning	407-FIN-C Personal Financial	Course Type-SE
LTP- 1:1:0 Total Credits:2		Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives

are measurable objectives that the learner is expected to accomplish at the end of the course.

(COs) Course objectives

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Recall and define key concepts related to personal financial planning. Memorize fundamental principles of budgeting, investment planning, retirement planning, tax planning, and insurance planning.
CO 407.2	UNDERSTANDING	Understand the importance of personal financial planning in achieving financial goals and objectives. Comprehend the process of budgeting and cash flow management for effective financial management. Grasp the concepts of risk and return in investment planning and the role of diversification.
CO 407.3	APPLYING	Apply budgeting techniques to develop a personal budget based on income and expenses. Utilize investment planning strategies to build a diversified investment portfolio aligned with financial goals and risk tolerance. Apply retirement planning principles to calculate retirement savings needs and develop a retirement plan.
CO 407.4	ANALYZING	Position and track progress towards financial goals. Evaluate investment options based on risk-return trade-offs and investment objectives. Analyze tax implications of financial decisions and assess tax-saving opportunities.
CO 407.5	EVALUATING	Evaluate the effectiveness of budgeting and cash flow management techniques in achieving financial goals. Assess the adequacy of retirement savings and investment portfolio performance. Evaluate insurance needs and coverage options based on individual circumstances and risk factors.



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CO 407.6	CREATING	Design a personalized financial plan tailored to individual financial goals, risk tolerance, and life stage. Develop strategies for optimizing tax efficiency in personal finance management. Create an insurance plan that provides adequate coverage for potential risks and contingencies.
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Unit #	Content	Contact Hours (1 hr = 60min)
1	Unit 1: Introduction to Personal Financial Planning -Definition and importance of personal financial planning. Understanding financial goals and objectives. Basic principles of personal finance management.	6
2	Unit 2: Budgeting and Cash Flow Management- Creating a personal budget. Tracking expenses and income. Cash flow management techniques.	6
3	Unit 3: Investment Planning- Types of investments: stocks, bonds, mutual funds, real estate, etc. Risk and return analysis. Building an investment portfolio.	6
4	Unit 4: Retirement Planning- Retirement planning goals and strategies. Understanding retirement accounts: 401(k), IRA, pension plans, etc. Calculating retirement savings needs.	6
5	Unit 6: Insurance Planning- Types of insurance: life insurance, health insurance, property insurance, etc. Assessing insurance needs. Evaluating insurance policies and coverage options.	6

Textbooks:

1. Personal Finance: Turning Money into Wealth by Arthur J. Keown, John D. Martin, and J. William Petty
Publisher: Pearson Education

Reference Books:

1. The Total Money Makeover: A Proven Plan for Financial Fitness by Dave Ramsey Publisher: Thomas Nelson
2. Personal Finance for Dummies by Eric Tyson Publisher: For Dummies
3. Your Money or Your Life: 9 Steps to Transforming Your Relationship with Money and Achieving Financial Independence by Vicki Robin and Joe Dominguez. Publisher: Penguin Books.



***Structure for Human Resource Management
Specialization Courses
MBA-II, SEMESTER-IV***

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
404-HR	Strategic Human Resource Management	SC	3	1	-	4	25	25	50	100
405-HR	International Human Resource Management	SC	3	1	-	4	25	25	50	100
406-HR	Power BI for HR	SC	3	1	-	4	25	25	50	100
(Select any 1 from 407-A, 407 -B & 407 - C)										
407-HR-A	Training And Development	SE	1	1	-	2	50	-	-	50
407-HR-B	Organizational Development and Change Management	SE	1	1	-	2	50	-	-	50
407-HR-C	Emotional Intelligence	SE	1	1	-	2	50	-	-	50
	Total		10	4	0	14				350



Maharashtra Cosmopolitan Education Society's

DR. P. A. INAMDAR UNIVERSITY, Pune

(Established under Maharashtra Act No. XXXVII of 2022)

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Detailed Syllabus for Human Resource Management Specialization Courses

MBA-II, SEMESTER-IV



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Course name & code- 404-HR Strategic Human Resource Management	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 404.1	REMEMBERING	DESCRIBE the basic concepts related SHRM
CO 404.2	UNDERSTANDING	Understanding the dimensions of Strategic HRM
CO 404.3	APPLYING	Apply the learning of SHRM in organizational context
CO 404.4	ANALYZING	Analyze the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance.
CO 404.5	EVALUATING	Able to evaluate the impacts of SHRM on competitive advantages
CO 404.6	CREATING	Synthesize and apply knowledge in human resource management to contemporary organization with desired level of expertise on organizational knowledge management through SHRM

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1Introduction to Strategic Human Resource 1.1 Conceptual Framework & Context of strategic SHRM,	10



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	1.2 Impacts of Globalization on HRM, 1.3 Changing Nature of Workforce, 1.4 Development of SHRM, 1.5 Models of Strategic HRM, 1.6 Development & delivery of HR strategies, 1.7 Challenges in Strategic Human Resource Management, 1.8 Impacts of Strategic HRM, SHRM for Competitive Advantage. 1.9 Case Studies	
2	Unit-2 Human Resource Environment 2.1. Cross Cultural Management 2.2. Workforce Diversity 2.3. Change in Employment Relationship: Temporary and Contract Labour Nepotism Headhunting Assessment Center 2.4 Role of an HR in CSR 2.5 Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of Human Resource Development, 2.6 Practicalities in Measuring SHRM Outcomes, Compensation, and Employee Separation. 2.7 Case Studies	10
3	Unit-3 HR Strategy 3.1 Components of Strategic HRM, 3.2 Organizational HR strategies, 3.3 Functional HR strategies, 3.4 Strategic HRM in Action, Improving Business Performance through Strategic HRM. 3.5 Employee Engagement and Drivers of Engagement. 3.6 Case Studies	7
4	Unit-4 Strategic Knowledge Management 4.1 Building Knowledge Management into Strategy Framework, 4.2 Knowledge Sharing as a Core Competency, 4.3 HR Dimension to Knowledge Management, 4.4 Strategic Approach to Industrial Relations, 4.5 Outsourcing & its HR implications, 4.6 Human Side of Mergers and Acquisitions three- stage model of M&A. 4.7 Case Studies	8
5	Unit-5 Global dimensions: 5.1. Global competitive advantage 5.2 Strategic HR issues in Global Assignments, Expatriates selection & Repatriation, Building a Multicultural Organization, Multinational Organization 5.3. Employer branding and Employee Value proposition 5.4. Benchmarking and Balanced scorecard 5.5. HR audit 5.5. Global ethical environment 5.6. Cases related to Strategic HRM	10

Text Books-

1- Strategic HRM, Jaffrey A Mello, Cengage Learning



2- Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007.

Reference books-

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

Course name & code- Resource Management	405-HR International Human	Course Type-SC
LTP- 3:1:0 Total Credits:4		Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 405.1	REMEMBERING	Recall key concepts, principles, and terminology used in International HRM. Identify major theories and models related to global HRM practices. List essential components of international staffing, compensation, and employee relations.
CO 405.2	UNDERSTANDING	Explain the significance of IHRM in the context of global business operations. Interpret the differences between domestic HRM and international HRM. Summarize the impact of cultural differences on HRM strategies and practices.
CO 405.3	APPLYING	Apply global staffing strategies to recruit and select international talent. Utilize compensation and benefits frameworks for managing expatriates. Develop cross-cultural communication strategies for diverse workplaces
CO 405.4	ANALYZING	Analyze case studies and scenarios to assess challenges in international HRM. Compare and contrast HRM practices across different countries and regions. Evaluate the effectiveness of global HR policies in achieving organizational goals.



CO 405.5	EVALUATING	Critique ethical issues and dilemmas faced by HR professionals in a global context. Evaluate the implications of legal compliance and labor regulations on international HRM. Assess the impact of cultural diversity on team performance and organizational effectiveness.
CO 405.6	CREATING	Design a comprehensive global HR strategy aligned with organizational objectives. Develop innovative solutions to address talent management challenges in multinational corporations. Propose HR policies and practices that promote inclusion and diversity in global workplaces.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit 1: Introduction to International HRM <ul style="list-style-type: none"> Overview of International HRM: Scope, challenges, and significance in a globalized world. Differences between domestic HRM and IHRM. Globalization and its impact on HRM practices. Role of HR professionals in managing international workforce dynamics. 	9
2	Unit 2: Global Staffing and Talent Management <ul style="list-style-type: none"> Global Talent Acquisition: Recruitment strategies, expatriate staffing, and cross-cultural selection criteria. Managing Expatriates: Challenges, pre-departure training, and repatriation. Talent Development and Succession Planning: Strategies for nurturing global leaders and managing diverse talent pools. 	9
3	Unit 3: International Compensation and Benefits. <ul style="list-style-type: none"> Compensation Structures: Comparative analysis of compensation practices across countries. Expatriate Compensation: Components, tax implications, and equity considerations. Benefits Administration: Global benefits design, compliance, and cost management. 	9
4	Global workforce performance Management: Performance Management Process, Important consideration for Global Performance Management, Implementing a successful global performance management system, Planning and Implementing Global Performance Appraisal, Advantages of the global performance appraisal system	8



5	<p>Unit 4: Cross-Cultural Management and Diversity</p> <ul style="list-style-type: none"> Understanding Cultural Dimensions: Hofstede's cultural dimensions theory. Cross-Cultural Communication: Strategies for effective communication in diverse workplaces. Diversity Management: Inclusion practices, managing cultural differences, and leveraging diversity for organizational success. <p>Global HR Strategy and Legal Compliance</p> <ul style="list-style-type: none"> Strategic HRM in Multinational Corporations (MNCs): Aligning HR strategy with business objectives. Global HR Policies and Practices: Standardization vs. localization of HR policies. Legal and Ethical Considerations in IHRM: Compliance with international labor laws, ethical dilemmas, and corporate social responsibility. 	10
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Text Books-

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)

Reference books-

1. International Human Resource Management The Transformation of Work in a Global Context, SECOND EDITION Edited by: Miguel Martinez Lucio - Manchester University, UK Robert MacKenzie - Karlstad University, Sweden, ISBN: 9781529734973, SAGE Publications Ltd.
2. Jie Shen (2011) Developing the concept of socially responsible international human resource management, The International Journal of Human Resource Management, 22:06,1351-1363, DOI: 10.1080/09585192.2011.559104
3. International Human Resource Management Reference Guide, Institute for International Human Resources, Society for Human Resource Management, 1996 .
4. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
5. International Human Resource Management, Tony Edwards, Pearson Education
6. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
7. International Human Resource Management, Monir Tayeb, Oxford

Course name & code- 406-HR Power BI for HR	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:



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CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 406.1	REMEMBERING	RECALL all basic statistical concepts and associated values, formulae.
CO 406.2	UNDERSTANDING	EXPLAIN the Power BI tools and DESCRIBE their applications in multiple business domains and scenarios
CO 406.3	APPLYING	APPLY the knowledge in visualizing various types of data.
CO 406.4	ANALYZING	DISCRIMINATE between various types of graphs and charts and exactly when to use what.
CO 406.5	EVALUATING	FORMULATE and TEST the data with help of Power BI
CO 406.6	CREATING	COMPILE various tools and functions to create the smart narrative visualizations in Power BI to provide a quick text summary of visuals and reports.

Unit #	Content	Contact Hours (1 hr =60min)
1	Power BI Overview Course Information <ul style="list-style-type: none"> • Visual analysis and visual analytics • Power BI Infrastructure • Loading Data • Introduction to Power BI Desktop Hands-On on Loading and Visualizing data	3
2	Transforming Data <ul style="list-style-type: none"> • Using Power Query to clean, transform and load data • Profiling your data • Resolve data quality issues • Apply user-friendly names to Queries, tables, and columns • Import data from an Excel formatted report Hands-On on Transforming Data with Power Query Hands-On and Appending, Merging, and Combining Queries	7
3	Creating a Data Model <ul style="list-style-type: none"> • Understand the role of the Data Model in Power BI • Create table relationships • Understand Cardinality and Cross Filtering • Discuss Star and Snowflake schema • Create a Date Dimension • Build a Data Model from multiple Data sources Hands-On on Creating a Data Model	7



4	<p>Chapter 4: Visualizing your Data</p> <ul style="list-style-type: none"> • Discuss Report settings • Choosing the right visualizations • Creating, formatting, and styling your reports • Using Hierarchies and Drilldown • Utilizing Slicers and Filters • Adding Custom Visualizations <p>Hands-On on Creating Reports</p>	11
5	<p>Introduction to DAX, Calculated Columns and Measures</p> <ul style="list-style-type: none"> • Gain an Introduction to DAX • Differentiate between Calculated Columns and Measures • Create Calculated Columns • Create Measures • Understand Filter and Row context • Understand the power of the Calculate function <p>Hands-on on Introduction to DAX Optional and Intermediate Level DA</p>	12
6	<p>Chapter 6: Collaboration and Sharing (Publishing Reports and Creating Dashboards)</p> <ul style="list-style-type: none"> • Discuss the Power BI Service and Power BI Server • Understand the main components of the Power BI Service • Publish a Power BI Project to the Power BI Service • Share Reports • Build and Share Dashboards <p>Hands-On on Collaboration and Sharing in the Power BI Service</p>	05

Text book:

1. Applied Linear Statistical Models by Kutner, Nachtsheim, Neter, and Li
2. Introduction to Statistical Learning with Applications in R by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani.
3. R by Hadley Wickham, which focuses on advanced programming techniques in R, including statistical modeling
4. Statistical Computing with R by Maria L. Rizzo

Reference Book:

1. Discovering Statistics Using R by Andy Field, Jeremy Miles, and Zoe Field.
2. An Introduction to Statistical Learning: with Applications in R by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani
3. Applied Logistic Regression by David W. Hosmer Jr., Stanley Lemeshow, and Rodney X. Sturdivant.
4. Introduction to Probability by Joseph K. Blitzstein and Jessica Hwang
5. Time Series Analysis and Its Applications: With R Examples by Robert H. Shumway and David S. Stoffer.
6. Discovering Statistics Using R by Andy Field, Jeremy Miles, and Zoe Field

Course name & code- Development	407-HR- A Training And	Course Type-SE
LTP- 1:1:0		Total number of



Total Credits:2

Hours- 30

Evaluation scheme & Marks

Concurrent Evaluation (CE)-1 & 2

50 marks

Total marks

50 Marks

The course objectives (COs) To make the learners understand the process of training and management development and various on the job and off the job training and development methods and their effectiveness and apply them with proper tools.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Understand the principles of learning and training and the process of training in an organization
CO 407.2	UNDERSTANDING	Understand various off the job and on the job training methods and apply and analyze their effectiveness
CO 407.3	APPLYING	Prepare training and development objectives, ways to design & develop content, suitable training methods and development techniques for implementation
CO 407.4	ANALYZING	Analyze training environment to maximize learning.
CO 407.5	EVALUATING	Evaluate appropriate training and development outcomes for maximizing training program effectiveness
CO 407.6	CREATING	Compare the various technological advancements and tools in Training and development and explain the latest trends and government initiatives in the field.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Training & Development 1.1 Concept of training- 1.2 characteristics of effective training system – interlinkages 1.3 nature of training and development 1.4 importance of training and development 1.5 Training process - Organization vision & perspective plans, assessment of training needs, 1.6 setting training objectives and developing training policy and plan 1.7 designing training programmes – conducting or Implementation of training programmes- 1.8 evaluation of training. 1.9 Case Studies	8



2	Unit-2 Need for Training and Development 2.1 Need for Training and Development – 2.2 Role of Development officers – administrators, consultants, designers and instructors – 2.3 Determining training needs – potential macro needs – the usefulness of training 2.4 Development of competency-based training programs – 2.5 Evaluation of training programs 2.6 Case studies	5
3	Unit-3 Training Methods 3.1 Training methods – On the job – Vestibule training, Training by experienced workman, Training by supervisor, Demonstrations and examples, Simulation, Apprenticeship 3.2 Off the job – Lectures, Conference method, Seminar or Team discussion, Case studies, Role Playing, Programmed instruction, T group trainings, Audio visual aids 3.3 Difference between On the Job & Off the Job 3.4 Job Evaluation 3.4 Job Analysis	5
4	Unit-4 4.1 Development 4.2 Importance of development 4.3 Management development 4.4 Purpose and objectives – Stages – Components 4.4 Factors inhibiting development 4.5 Technology in training – Instructor led online courses – Self paced courses – Blended learning - Corporate training - 4.6 Online training platforms – Social and micro learning - Gamification in learning 4.7 Training evaluation – Retraining	6
5	Unit-5 Current Scenario of Training & Development 5.1 Current practices in assessing training and development 5.2 latest scenario of assessing training. Learning cycles 5.3 factors for fixing duration – selection of participants – choice of trainers 5.4 Training and Development in India: Government policy on training – budget estimate – allocation - 5.5 CSR - Conducting the programs – ice breaking and games – relevance of culture of participants	6

Text Books-

- 1- Noe A. Raymond, "Employee Training and Development", Tata McGraw Hill Publications.
- 2- IP Subba Rao, VSP Rao – Human Resource Management, Konark Publishers
- 3- Subhash and SC Jain – Managing Human Resources, Arihant Publication

Reference books-

- 1-Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.
2. . Rao. P. L., "Enriching Human Capital through Training and Development", Excel Books.
3. Naik, G. P., "Training and Development: Text, Research and Cases", Excel Books.
4. Sahu R. K., "Training for Development", Excel Books, New Delhi.



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5. Taylor B. & Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.

6. Deb, Tapomoy, "Training & Development: Concepts & Applications", Ane Books.

Course name & code- 407-HR- B- Organizational Development & Change Management	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	DEFINE the key terms related to Organizational Development
CO 407.2	UNDERSTANDING	EXPLAIN foundations of Organizational Development
CO 407.3	APPLYING	PRACTICE process of Organizational Development
CO 407.4	ANALYZING	ANALYZE Human Resource Interventions for Organizational Development
CO 407.5	EVALUATING	DESIGN Interpersonal and group approaches in Organizational Development.
CO 407.6	CREATING	DEVELOP techno structural Intervention for Organizational Development

Unit #	Content	Contact Hours (1 hr =60min)
1	Concept & Definition of OD: Introduction to organizations Concept and Characteristics of organizations, Organizational Behaviour - Context and concept - levels of organizations - formal and informal organizations, Values and Assumptions, Importance, Evolution: Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake.	5+1



2	Foundations of OD: Models and theories of Planned change , Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures	5+1
3	Change Management in the process of organization development: Role of change agent Entering and Contracting, Diagnosing Organizations, Diagnosing Groups and Individuals, Collecting and Analyzing Diagnostic Information, Feeding Back Diagnostic Information, Designing Interventions, Managing Change, Evaluating and Institutionalizing Interventions	5+1
4	Human process interventions: Characteristics of OD Programme ,Individuals and the OD Programme ,Interpersonal and Group Process Approaches, Organization Process Approaches. Intergroup Relations	5+1
5	Techno-structural interventions: Restructuring Organizations, Employee Involvement, Work Design, Performance Management, Developing Talent, Managing Workforce Diversity and Wellness	5+1

Text Books

- Organizational Development by S Ramnarayan, T. V. Rao.
- Organizational Development and Change by Cummings and Worley (7th edition)
- Organizational development by French and Bell (6th edition).
- “Measuring Change and Persistence in Human Affairs: Types of Change Generated by OD Designs

ReferenceBooks:

- Kurt Lewin (1958). Group Decision and Social Change. New York: Holt,Rinehart and Winston.
- Cummings, Thomas G.; Worley, Christopher G., Organization Development & Change, Thomson South-Western Western,
- S. (2010), What do we mean by Organizational Development, Krakow:Krakow: Advisio Press
- Luthans F. 2001. Organizational Behaviour. McGraw Hill.
- Newstrom JW & Davis K. 1997. Human Behaviour at Work. Tata McGraw Hill.
- Robbins SP. 2007. Organizational Behaviour. Prentice Hall.
- Stephen RR. 1999. Organizational Behaviour. 5th Ed. Practice Hall of India.

Websites:

- http://organisationdevelopment.org/?page_id=51
- <http://www.codhyd.org/>
- <http://www.iiod.in/>
- [www.uk.sagepub.com/millward/.../ch5_overview.do... - United kingdom](http://www.uk.sagepub.com/millward/.../ch5_overview.do...)
- www.dct.co.za/portfolio-1.htm
- en.wikipedia.org/wiki/Organization_development
- <http://jab.sagepub.com/content/12/2/133.short>

Journals

- Journal of Leadership and Organizational Studies Human Resource
- The Journal of Applied Behavioral Science
- HR Magazine ,Group & Organization Management
- Human Resource Magazine ,Journal of Management



Course name & code- 407-HR- C Emotional Intelligence	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Recall the concept and history of Emotional Intelligence (EI), including its origin and key contributors. Identify the fundamental components of Emotional Intelligence: self-awareness, self-management, social awareness, and relationship management. Recognize the models of Emotional Intelligence: ability-based, trait-based, and mixed models. List the measures and tools used for assessing Emotional Intelligence.
CO 407.2	UNDERSTANDING	Explain the significance and scope of Emotional Intelligence in personal and professional contexts. Describe the relationship between Emotional Intelligence (EQ) and Intelligence Quotient (IQ). Interpret the building blocks of Emotional Intelligence and their impact on personal and social interactions. Summarize the science behind Emotional Intelligence and its implications in various domains.
CO 407.3	APPLYING	Apply strategies for self-awareness and self-management to regulate emotions effectively. Demonstrate empathy and compassion in social interactions based on the principles of Emotional Intelligence. Utilize relationship management techniques to enhance communication, collaboration, and conflict resolution skills. Implement measures to develop and enhance Emotional Intelligence in oneself and others.
CO 407.4	ANALYZING	Analyze the components and competencies of Emotional Intelligence, such as self-regulation, motivation, empathy, and social skills. Compare and contrast different models of Emotional Intelligence to understand their strengths and limitations.



		Evaluate the impact of Emotional Intelligence on leadership effectiveness and organizational performance.
CO 407.5	EVALUATING	Assess the importance and benefits of Emotional Intelligence in enhancing workplace dynamics and leadership effectiveness. Critique case studies demonstrating the application of Emotional Intelligence in real-world scenarios. Evaluate the effectiveness of Emotional Intelligence tests and tools in predicting job performance and success.
CO 407.6	CREATING	Design a personalized development plan for enhancing Emotional Intelligence based on self-assessment and feedback. Develop strategies to foster a culture of Emotional Intelligence within an organization. Formulate innovative approaches to integrate Emotional Intelligence training into leadership development programs.

Unit #	Content	Contact Hours (1 hr =60min)
1	UNIT-1 Emotional Intelligence: Concept of Emotional Intelligence, Understanding the history and origin of Emotional Intelligence, Contributors to Emotional Intelligence, Science of Emotional Intelligence, EQ and IQ, Scope of Emotional Intelligence. Fundamentals of Emotional Intelligence, Nature and Significance, Models of emotional intelligence: Ability, Trait and Mixed Building blocks of emotional intelligence: self-awareness, self-management, social awareness, and relationship management	8
2	UNIT-II Personal Competence Self Awareness: Observing and recognizing one's own feelings, Knowing one's strengths and areas of development. Self Management: Managing emotions, anxiety, fear, and anger. Social Competence, Social Awareness: Others' Perspectives, Empathy and Compassion, Relationship Management: Effective communication, Collaboration, Teamwork and Conflict management	4
3	UNIT-III 360 Feedbacks and Development Plan; Cognitive Competencies- Pattern Recognition and Systems Thinking, Relationship Management; Influence and Inspirational Leadership; Conflict Management - Teamwork, Coaching and Mentoring Group Project; Background Research. Concept, Definition; Approaches - Person, Process and Product, Bridging the Gap, Measuring Managerial Effectiveness; Current Industrial and Government practices; Management of managerial effectiveness- Effective manager as an optimizer; Organizational processes, Organizational climate, Leader-Group influences, Job challenge, Competition, Managerial styles.	6
4	UNIT-IV Emotional Intelligence: Measurement and Development Measures of emotional intelligence, Strategies to develop and enhance emotional intelligence. Components of Emotional Intelligence: Self-awareness, Self-regulation,	4



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	Motivation, Empathy, Social skills. Emotional Intelligence Competencies, Elements of Emotional Intelligence, Models of Emotional Intelligence: The Ability-based Model, The Trait Model of Emotional Intelligence, Mixed Models of Emotional Intelligence.	
5	Unit -V Emotional Intelligence at Workplace: Importance of Emotional Intelligence at Workplace? Cost-savings of Emotional Intelligence, Emotionally Intelligent Leaders, Case Studies Measuring Emotional Intelligence: Emotionally Intelligence Tests, Research on Emotional Intelligence, Developing Emotional Intelligence.	8

Text Books-

1. Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman
2. Get Better or Get Beaten: 31 Leadership Secrets from GE's Jack Welch by
3. Robert Slater, Jack Welch, McGraw-Hill School Education Group

Reference books-

1. Daniel Goleman (1996). Emotional Intelligence- Why it can Matter More than IQ. Bantam Doubleday Dell Publishing Group
2. Daniel Goleman (2000). Working with Emotional Intelligence. Bantam Doubleday Dell Publishing Group
3. Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012). Emotional Intelligence Coaching. Kogan Page India Private Limited



Structure for Operations & Supply Chain Management Specialization Courses

MBA-II, SEMESTER-IV

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
404-OSCM	Industry 4.0	SC	3	1	-	4	25	25	50	100
405-OSCM	Service Operations Management-II	SC	3	1	-	4	25	25	50	100
406-OSCM	Materials Management	SC	3	1	-	4	25	25	50	100
(Select any 1 from 407-A, 407 -B & 407 - C)										
407-OSCM-A	World Class Manufacturing	SE	1	1	-	2	50	-	-	50
407-OSCM-B	Maintenance Management	SE	1	1	-	2	50	-	-	50
407-OSCM-C	E-Supply Chains & Logistics	SE	1	1	-	2	50	-	-	50
	Total		10	4	0	14				350



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Course name & code- 404-OSCM Industry 4.0	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 404.1	REMEMBERING	Identify Contribution of LSCM to the world & it's impacts.
CO 404.2	UNDERSTANDING	Identify and understand Formalities used in International logistics and Supply Chain management.
CO 404.3	APPLYING	Apply Practical uses of concepts like Forward & Reverse logistic, Third party logistic.
CO 404.4	ANALYZING	Analyses of Logistic pricing worldwide and different methods of logistics used worldwide and its prices.
CO 404.5	EVALUATING	Discussion of various aspects of International methods of logistics and Supply chain.
CO 404.6	CREATING	Find out new opportunities for management students worldwide through LSCM.



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Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction to Global logistic Supply Chain Management Meaning & Definition of global logistic, Practical and strategies perspectives, Need & scope worldwide, Contributions of LSCM globally. Current trends in global logistic, Elements of LSCM, Challenges and Opportunities to global logistic, Forward & Reverse logistic, Third party logistic.	9
2	Unit-2 Supply Chain relationships management Supply chain relationships, Relationship management in supply chain management, Pillars of Supply chain relationship, Linkages of Transport security, Inventory management, Supply chain designs with SCRM. The challenges inherent to globalization and international trade. Materials, information, products, and services flow around the world with reference to the supply chain. Supply chain flows in Upstream & Downstream direction.	10
3	Unit-3 Sustainable Supply chain & Logistic Meaning of Sustainability, Need of sustainable supply chain management Supply chains & automated, semi-automated and traditional methods. Linkages of Distribution centers, buying centers, port and air cargo logistics. Green logistics & Distribution management. Sustainable logistic, need and requirement.	8
4	Unit-4 Integrated Logistic & Supply Chain at global Integrated Supply Chain meaning & uses, Functions of SCM in global market, Functional areas of supply chain management. Structure of a Supply Chain at global level, Push based Supply Chain & Pull based Supply Chain at global level, Problems and challenges to SCM at global.	10
5	Unit-5 Information technology & Logistic Supply Chain management Impact of Technological Revolution on Supply Chain Management, Collaborative networks & It's impacts, Outsourcing in Supply chain management, Resources of supply chain management at global level. Uses of ERP, Just in Time, GPS, Navigation systems, RFID technology in LSCM. TQM Management in LSCM.	8

Text Books-

1. Global Logistic and Supply chain Management....by Chandra Lalwani , John Maugan.
2. Global Logistic and Supply Chain Management....by Maugan John
3. Global Logistic and Supply Chain Management....by Preyanka Pandiyan

Reference books-

1. Global Supply Chain Management and International Logistics... by Alan E. Branch
2. Export-import and logistics management... by Rai, Usha Kiran.
3. Global operations and logistics text and cases... by Dornier, Philippe Pierre & Ernst, Ricardo



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(Established under Maharashtra Act No. XXXVII of 2022)

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Course name & code- 405-OSCM Service Operations Management-II	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 405.1	REMEMBERING	To explore advanced concepts and techniques in service process design and improvement.
CO 405.2	UNDERSTANDING	To discuss the role of technology and innovation in transforming service operations.
CO 405.3	APPLYING	To apply analytical tools and frameworks to solve complex problems in service operations management.
CO 405.4	ANALYZING	To analyse capacity management challenges and develop effective resource allocation strategies.
CO 405.5	EVALUATING	To evaluate performance metrics and continuous improvement methodologies in service operations.
CO 405.6	CREATING	To foster critical thinking, leadership, and teamwork skills in the context of service operations management.

Unit #	Content	Contact Hours (1 hr =60min)
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1	Advanced Service Process Design Service reengineering and optimization technique Integration of technology in service process design Managing service variability and complexity Open innovation models in service industries	9
2	Managing Service Quality and Customer Experiences ,Total quality management (TQM) in service organizations, Customer journey mapping and touchpoint analysis ,Personalization and customization strategies in service delivery, Emerging technologies and their impact on service operations, Digital transformation strategies for service organizations	9
3	Capacity Management and Performance Measurement, Advanced demand forecasting models in service operations, Dynamic pricing strategies and revenue management, Agile workforce planning and scheduling, Advanced performance metrics for service operations, Benchmarking and best practices in service performance management Implementing a culture of continuous improvement in service organizations	9
4	Case Studies and Best Practices, Analysis of complex service operations case studies, Identification of best practices and lessons learned, Group discussions and presentations on case analyses	8
5	Industry Insights and Guest Lectures, Guest lectures from industry experts in service operations management, Insights into current trends and challenges in the service industry, Opportunities for networking and professional development, Final Project, Individual or group research project on a contemporary issue in service operations management, Presentation of project findings and recommendations, Written report documenting the research methodology and outcomes	10

Reference Books

1. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2019). Service Management: Operations, Strategy, Information Technology (9th ed.). McGraw-Hill Education.
2. Johnston, R., & Clark, G. (2019). Service Operations Management: Improving Service Delivery (5th ed.). Pearson Education Limited.
3. Johnston, R., & Clark, G. (2019). Service Operations Management: Improving Service Delivery (5th ed.). Pearson Education Limited.
4. Spohrer, J., & Maglio, P. P. (2008). The Science of Service Systems. Springer.



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Course name & code- 406-OSCM Materials Management	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 406.1	REMEMBERING	DEFINE basic terms and concepts related to Supply chain Management and it's principles.
CO 406.2	UNDERSTANDING	EXPLAIN the elements of Supply chain management and its importance
CO 406.3	APPLYING	DESCRIBE the various dimensions of Supply chain management and interlinkage and dependence on each other.
CO 406.4	ANALYZING	CALCULATE Supplier performance, evaluation and Selection ratings, Inventory turns and forecasting accuracy.
CO 406.5	EVALUATING	OUTLINE a typical approach to Supply Chain Management using various types, warehouse and production facility selections and Inventory management decisions in optimal way.
CO 406.6	CREATING	ELABORATE upon different Supply Chain Management issues in manufacturing and services organizations where the SCM performance is critical success factor.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction: Logistics and Supply chain management, meaning and objectives, importance in global as well as local economy, Types of supply chains, Role of	07



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	Government in controlling overall trade and its impact on Logistics and supply chain	
2	Purchasing: Responsibilities of Purchase Department , Purchase Cycle, Negotiation & Bargaining, negotiations methods , Vendor management in terms of Selection, Performance and Re-evaluation, Sourcing, Vendor relationship Management, Global sourcing	10
3	Inventory control & Cost Reduction techniques: Inventory turns ratios, Standardization, need and importance, Codification: concept, benefits, Value Engineering and Value Analysis: concept and process.	08
4	IT and SCM: Role and Importance of IT in Supply Chain Management , MRP Introduction, Advantages of MRP, Inputs to MRP, Output, forecasting & methods, MPS, BOM and explosion, MRP II, ERP and DRP.	08
5	Warehouse Management: Materials Handling: Principles, MHEs, Safety issues, Distribution Management: Strategic importance, location of plant, warehouse, production facilities, capacity and number of warehouses, Factors influencing network design decisions, Operations in Warehouse including role of transportation, Meaning of 3 PL and 4 PL service providers & types of services offered by them, considerations for hiring 3PL and 4 PL service providers	12

Text Books-

Books Recommended

1. Purchasing and Supply Chain Management- Dobler and Burt
2. Handbook of Materials Management- Gopalkrishnan
3. Materials and Logistics Management- L C Jhamb
4. Introduction to Materials Management – J.R. Tony Arnold & Stephan N. Chapmann
5. Logistics & Supply chain Management – Martin Christopher (Pearson Education)

Course name & code- Manufacturing	407-OSCM-A World Class	Course Type-SE
LTP- 1:1:0 Total Credits:2		Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:



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CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Different bases of world class manufacturing.
CO 407.2	UNDERSTANDING	Tools and Systems used in world class manufacturing industries.
CO 407.3	APPLYING	World class frameworks of industries and their methods.
CO 407.4	ANALYZING	Competitiveness and Standardization of world class manufacturing plants.
CO 407.5	EVALUATING	Relationship between World class manufacturing and Information technology used , their inter dependency.
CO 407.6	CREATING	Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poke Yoke, An assessment of Manufacturing systems and tools.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 World Class Manufacturing and the Information Age World class manufacturing meaning, bases of world class manufacturing, System & tools for world class manufacturing. Meaning of the Information Age, Competing in the Information Age. Business challenges of the Information Age. India's global Competitiveness and Manufacturing Excellence. World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age. Managing knowledge, Challenges in the Manufacturing Industry Coordination, Fragmented Information Infrastructure, Insufficient process ability of available information, Interdependence of World class manufacturing and Information.	9
2	Unit-2 World Class Manufacturing and Competitive Advantage Manufacturing Excellence and Competitiveness. Concept of World Class Manufacturing. Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Markell's model of World Class Manufacturing. The Evolution of World Class Manufacturing, Principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality and Standardization in World Class Manufacturing. Just in Time practices.	10
3	Unit-3 Systems and Tools in World Class Manufacturing Overview of systems and tools, Information management tools, Material processing and handling tools. Product and Process Design Tools, Barcode Systems, Kanban, SQC model, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poke Yoke, An assessment of Manufacturing systems and tools.	9



4	Unit-4 Indian Scenario in World Class Manufacturing Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms. Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy. Usage of management tools and technologies, Manufacturing Management Practices (MMP), The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by breadth and integration of IT infrastructure, World class Status and IT Use: Is India Ready for World Class Manufacturing?	9
5	Unit-5. World Class Manufacturing and Indian Industries Business Strategy and Global Competitiveness. Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically in world class manufacturing, Strategic Planning Methodology for World Class Manufacturing, World Class Manufacturing Plan, Need for performance measurement – The POP System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Scorecard, Human Resource Dimensions in World Class Manufacturing including morale, motivation, teamwork, leadership. Government initiatives in making a world class environment in India.	8

Text Books-

1. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing.
2. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar.
3. World Class Manufacturing - Richard J. Schonberger
4. World class manufacturing A strategic perspective – B.S. Sahay and others – Macmillan publishers India Ltd.

Reference books-

1. Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers India Ltd.
2. World class manufacturing by Prof. Devkumar Mahisekar
3. Competitive Manufacturing Management by John Nicholas, TMGH.

Course name & code- Management	407-OSCM-B	Maintenance	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30		

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
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CO 407.1	REMEMBERING	To Relate advanced concepts and techniques in Production process and improvement.
CO 407.2	UNDERSTANDING	To Illustrate types of maintenance in transforming production and Operations Management.
CO 407.3	APPLYING	To Construct Framework and Models to solve complex problems in Maintenance Management.
CO 407.4	ANALYZING	To Analyze budget and cost management challenges and develop effective resource allocation strategies.
CO 407.5	EVALUATING	To Decide continuous improvement methodologies in Production, Quality and Maintenance Management.
CO 407.6	CREATING	To foster critical thinking, leadership, and teamwork skills in the context of Maintenance management.

Unit	Content	Contact Hours (1 hr =60min)
1	Introduction to Maintenance Management System Need of Maintenance Management, Objectives of Maintenance, Tero technology, Maintenance Planning and Scheduling.	6
2	Productivity, Quality and Maintenance Management Importance Measurement of Productivity, TQM, Principles scope and ISO standards, Maintenance, Replacement of Machines, Replacement Models.	6
3	Types of Maintenance System Emergency Maintenance, Planned, Preventive Maintenance, Running Maintenance, Running Maintenance, shut down Maintenance, A time based Preventive Maintenance, Condition based Maintenance, Corrective Maintenance, Design out Maintenance.	6
4	Maintenance Costing and Budgeting Capital Projects, Planned Preventive Maintenance, Workshop services, Maintenance labour, Maintenance Material, Fuel Costs, Overheads, Maintenance Performance Index.	6
5	Trends in Maintenance Management Condition based Maintenance (CBM), Reliability Cantered Maintenance (RCM), Total Productive Maintenance (TPM), Maintenance Audit. Case Studies and Best Practices	6

Reference Books

- Chary, S.N. - Production & Operations management, New Delhi, Tata McGraw Hill.



2. P. Rama Murthy - Production and Operations Management, new age International.
3. R.Dan Reid, Nada R.Sanders, "Operations Management: An Integrated Approach", 7th edition, Wiley Publications.
4. Abdul Raouf, Daoud Ait-Kadi, Jezdimir Knezevic, Mohamed Ben-Daya, Salih O. Duffuaa(2009)

Course name & code- Logistics	407-OSCM-C E-Supply Chains &	Course Type-SE
LTP- 1:1:0 Total Credits:2		Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

CO#	Cognitive ability	Course Objectives (CO'S)
CO 407.1	REMEMBERING	Describe the structure of modern days e-Logistics.
CO 407.2	UNDERSTANDING	Understanding the key concepts of Supply Chain Management
CO 407.3	APPLYING	Identify the various flows in real world supply chains and Logistics.
CO 407.4	ANALYZING	Compare push and pull strategies in Supply Chain Management.
CO 407.5	EVALUATING	Explain the key Operational activities of E Procurement
CO 407.6	CREATING	Develop framework for e-logistic, e-procurement

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction to E-logistics Meaning, Nature and Scope of E Logistics, Forward E-logistics, Reverse E-logistics, Challenges & Opportunities of E-logistics, Environmental issues, e-business strategy, Application for E-logistics in Business, Manufacturing and Services. Logistics converting towards E-logistics, New trends and technology in logistics. Practical applications of e-logistics in Manufacturing and Services industries.	8



2	Unit-2 e-Supply Chain Management Meaning, Nature and scope of e-supply chain management, Competitive advantages through e-Supply chain management over traditional supply chain management, Value creation process in supply chain management, Holistic approach to supply chain management, e-Supply Chain Management as a concept for success, Collaborative Commerce: The future in e-SCM, e-Supply chain system, Elements of e-supply chains, Characteristics of e-SCM.	9
3	Unit-3 e-logistics documentation Meaning of EDI, Nature and principles of Electronic data interchange, Importance of EDI in e-logistics documentation, ERP Enterprise resource planning systems, Intranets and extranets, The (WWW) world wide web, Web-enabled relational databases, data warehouses and data marts, Decision support systems.	9
4	Unit-4 e-Tracking Systems, ASNs, tracking systems, E-tracking Vs. Traditional tracking system, Satellite global positioning systems (GPS) and geographic information systems (GIS), Bar-coding and scanning, Electronic signature technology, Wireless technology, Radio frequency identification (RFID) & applications of RFID in logistics.	10
5	Unit-5. e-Supply Chains & Logistics management Electronic procurement (e-Procurement), e-Tendering, e-auctions, Transport and delivery management, Packing and order management, Inventory and warehousing, E-business logistics and its benefits. E-Sales: e-Sales in the e Commerce environment, CRM in e-supply chain management, e-Distribution: distribution strategies in the e-age, e-Payment: transactions along the e-Supply chain, e-SCM scorecard.	9

Text Books-

1. Introduction to e-supply chain management by David Frederick Ross.
2. E-Supply-Chain-Management, Prof. Dr. Helmut H. Wannenwetsch, Sascha Nicolai
3. Supply chain management, engaging technology to build market, winning business partnerships, David F Ross.
4. Logistics by Harald Gleissner J. Christian Femerling
5. Logistics-and-Supply-Chain-Management-Sunil-Chopra

Reference books-

1. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishna & Peter Meindl Pearson.
2. Supply Chain Management and E-Business by Tony Arnold
3. Contemporary Issues in Supply Chain Management and Logistics
4. The world of supply chain management by Anthony M. Pagano
5. Supply Chain Leadership by Peter W. Robertson.



***Structure for International Business Management
Specialization Courses
MBA-II, SEMESTER-IV***

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
404-IBM	Global Logistics & Supply Chains	SC	3	1	-	4	25	25	50	100
405-IBM	Geopolitics & International Relation	SC	3	1	-	4	25	25	50	100
406-IBM	International Banking and Foreign Exchange Management	SC	3	1	-	4	25	25	50	100
(Select any 1 from 407-A, 407 -B & 407 - C)										
407-IBM-A	International Marketing	SE	1	1	-	2	50	-	-	50
407-IBM-B	Risk and Insurance in International Trade	SE	1	1	-	2	50	-	-	50
407-IBM-C	International Communication, Information and Public Diplomacy	SE	1	1	-	2	50	-	-	50
Total			10	4	0	14				350



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Detailed Syllabus for International Business Management Specialization Courses

MBA-II, SEMESTER-IV



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Course name & code- 404-IBM Global Logistics & Supply Chains	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 404.1	REMEMBERING	Contribution of LSCM to the world
CO 404.2	UNDERSTANDING	Formalities used in International logistics and Supply Chain management.
CO 404.3	APPLYING	Practical uses of concepts like Forward & Reverse logistic, Third party logistic.
CO 404.4	ANALYZING	Logistic pricing worldwide and different methods of logistics used worldwide and it's prices.
CO 404.5	EVALUATING	Discussion of various aspects of International methods of logistics and Supply chain.
CO 404.6	CREATING	Find out new opportunities for management students worldwide through LSCM.



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Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction to Global logistic & Supply Chain Management Meaning & Definition of global logistic, Practical and strategic perspectives, Need & scope worldwide, Contributions of LSCM globally, Current trends in global logistic, Elements of LSCM, Challenges and Opportunities to global logistic, Forward & Reverse logistic, Third party logistic.	9
2	Unit-2 Supply Chain relationships management Supply chain relationships, Relationship management in supply chain management, Pillars of Supply chain relationship, Linkages of Transport security, Inventory management, Supply chain designs with SCRM. The challenges inherent to globalization and international trade. Materials, information, products, and services flow around the world with reference to supply chain. Supply chain flows in Upstream & Downstream direction.	8
3	Unit-3 Sustainable Supply chain & Logistic Meaning of Sustainability, Need of sustainable supply chain management, Supply chains & automated, semi-automated and traditional methods. Linkages of Distribution centres, buying centres, port and air cargo logistics. Green logistics & Distribution management. Sustainable logistic, need and requirement.	8
4	Unit-4 Integrated Logistic & Supply Chain at global Integrated Supply Chain meaning & uses, Functions of SCM in global market, Functional areas of supply chain management. Structure of a Supply Chain at global level, Push based Supply Chain & Pull based Supply Chain at global level, Problems and challenges to SCM at global.	8
5	Unit-5 Information technology & Logistic Supply Chain management Impact of Technological Revolution on Supply Chain Management, Collaborative networks & It's impacts, Outsourcing in Supply chain management, Resources of supply chain management at global level. Uses of ERP, Just in Time, GPS, Navigation systems, RFID technology in LSCM. TQM Management in LSCM.	8

Text Books-

- 1-Global Logistic and Supply chain Management....by Chandra Lalwani , John Maugan.
- 2-Global Logistic and Supply Chain Management....by Maugan John
- 3-Global Logistic and Supply Chain Management....by Preyanka Pandiyan

Reference books-

- 1- Global Supply Chain Management and International Logistics... by Alan E. Branch
- 2-Export-import and logistics management by Rai, Usha Kiran.
- 3-Global operations and logistics text and cases by Dornier, Philippe Pierre | Ernst, Ricardo



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Course name & code- 405-IBM Geo Politics & International Relation	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 405.1	REMEMBERING	Understand the definition of geopolitics and its various connotations
CO 405.2	UNDERSTANDING	Establish the link between geography and International Trading
CO 405.3	APPLYING	Critically assess the various theories developed on geopolitics and Analyze the emerging geopolitics from India's perspective.
CO 405.4	ANALYZING	Identify the Issues of Regionalism and Regional Security Complexes
CO 405.5	EVALUATING	Analyze the role of International and Regional Organizations and the Issues of conflicts and conflict resolutions.
CO 405.6	CREATING	Assess Contemporary issues and Challenges in International Relations and its impact on the Global Economic Environment.



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Unit #	Content	Contact Hours (1 hr =60min)
1	Definition of Geopolitics, the Origin of the Term, its Genesis and Importance in the Current International Security Environment, Changing Nature of Geopolitics since 1990, India's Geographical Proximity with Its Neighbors; Tensions and Conflicts; Cooperation and Confidence Building Measures.	9
2	Emerging Geopolitics and the Great Powers in the Twenty First Century: Indian Perspectives, Geopolitics of East Asia: Long Term Trends and Future possibilities, Learning to Live with the New Geopolitical Reality: Era of Economic Interdependence	9
3	International Monetary System ,The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Exchange Rate Policy of Developing Economies.Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System	10
4	Understanding the International Security Environment, Regional Security: Southern Asia including Afghanistan, China and West Asia, Role of Intelligence in War and Peace.	8
5	International relations and its impact on globalization , Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc.	9

Text Books- 1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone

Reference books-

1. Colin S. Gray and Geoffrey Sloan (eds.), Geopolitics, Geography and Strategy (Taylor and Francis: 1999, USA)
2. Francis P Sempa, From the Cold War to the 21st Century (Transaction Publishers: USA, 2002)
3. Gearóid Ó. Tuathail and Simon Dalby, Rethinking Geopolitics(Routledge: UK, 1998)
4. Alfred Thayer Mahan, The Influence of Sea Power upon History (Little, Brown and Co.: USA, 1890)
5. Halford Mackinder, "The Geographical Pivot of History", The Geographical Journal (UK), v. 23, n. 4, April 1904



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Course name & code- 406-IBM International Banking and Foreign Exchange Management	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 406.1	REMEMBERING	Define the key terms and fundamental concepts of International Finance, banking and Exchange Rate Systems
CO 406.2	UNDERSTANDING	Explain and interpret the key terms related to International Finance and Banking
CO 406.3	APPLYING	Apply the various facets of International Finance in order to solve the problems faced by a different participant in International Trade.
CO 406.4	ANALYZING	To analyse and use the tools, techniques and strategies to make international finance related decisions
CO 406.5	EVALUATING	Evaluate different trade issues, reasons, alternative solutions, related to International Finance.
CO 406.6	CREATING	Design and develop critical thinking by combining different tools in order to propose alternative solutions in international finance

Unit no.	Contents	Contact Hours (1 hr =60min)
1	Introduction to International Finance and Banking, Types of Risks- Meaning, Scope of	



	International Finance, Global trends, and developments in International Banking Risks in International Transactions: a. Political risk b. Exchange Rate risk c. Counter Party risk d. Liquidity risk e. Risk Seekers (taking advantage from speculation)	7
2	International Financial Institutions- IMF, World Bank, ADB, BRICS Bank. Evaluation of their role and functions in International Finance	8
3	The Balance of Payment- a. Introduction b. Accounting principles in Balance of Payments c. Components of the Balance of Payments: FDI, FPI, ADR, GDR d. Deficit and Surplus in the Balance of Payments e. Disequilibrium in Balance of Payments f. Measures to correct disequilibrium Currency convertibility: Current and Capital account	7
4	Financing International Trade- Documents used in International Trade: Bill of exchange, Letter of Credit, Bill of Lading, Airway Bill, Financing Exports (Pre shipment, Post shipment), Financing Imports, EXIM Bank International Commercial Terms (Incoterms) - Nostro, Vostro and Loro - EXW (Ex Works). ... - FCA (Free Carrier). ... - FAS (Free Alongside Ship). ... - FOB (Free on Board). ... - CFR (Cost and Freight). ... - CIF (Cost, Insurance and Freight). ... - CIP (Carriage and Insurance Paid) Foreign Exchange Trade Settlement in India, SWIFT, CHIPS, CHAPS	7
5	Exchange Rate Determination & Arithmetic- Exchange Rate determination, Fixed/floating/Managed float. Quotes for Currency Pairs a. Direct and indirect quote b. Bid and ask rate c. Cross rate d. Spot rate and forward rate e. Inter Bank rate, Bill rate, TT rate (Telegraphic Transfer) Numerical on: Bid-ask spread, calculate cross rates, Arbitrage opportunities, Calculation of forward rates, forward premium and discount. Role of RBI in forex market, FERA & FEMA	8
6	Currency Derivatives- Participants in Indian Currency Derivatives Market, Four derivative products a. Forwards b. Futures c. Options d. Swaps. Numerical on Forward, Futures and Options	8

Text Books-

1. Foreign Exchange & Risk Management by C. Jeevanandan
2. International Financial Management by P.G. Apte

Reference books-

1. International Financial Management by V.V. Sharan
2. International Financial Management by Eun & Resnick
3. International Financial Management by Alan Shapiro

E-resources- IGNOU Website



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Course name & code- 407-IBM-A International Marketing	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 304.1	REMEMBERING	Main terms and key concepts associated with international marketing.
CO 304.2	UNDERSTANDING	Understanding various key concepts used in all aspects of international marketing.
CO 304.3	APPLYING	Current trends, Online methods, Following rules & regulations of International marketing.
CO 304.4	ANALYZING	Different pricing methods, Different promotional activities and their impacts.
CO 304.5	EVALUATING	Different strategies used in international marketing, challenges and opportunities.
CO 304.6	CREATING	External environmental factors used in international marketing & it's impact on export or import.

Unit #	Content	Contact Hours (1 hr =60min)
1	Unit-1 Introduction to International Marketing Meaning, Nature, Scope and Importance of International Marketing, Management. International Marketing EPRG Framework, Overview of, International Marketing Management Process, International Marketing, Environment and Its Effect on International Marketing. Economic, Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic, environment, Natural Environment, Technological Environment.	6



2	Unit-2 International Marketing Mix -Marketing mix, meaning definition. International Products, Meaning, definition, types, needs & advantages, applications. International Promotion... Meaning, definition, types, needs & advantages, applications. International Pricing, Meaning, definition, types, strategies, needs, advantages and applications. International Place /Distribution... Meaning, definition, types, needs, advantages, and applications.	6
3	Unit-3 International Product Life Cycle Meaning, definition, different stages involved in PLC, Challenges in PLC and different strategies to overcome these international challenges, Managing Product Mix and Product Line. New Product Development, steps or stages in the International market. Intellectual Property Rights, need, challenges, solutions at International market.	6
4	Unit-4 International Promotion & Distribution, International Promotion Mix Decisions, Tools of International Promotion, Advertising, Sales promotion, Publicity, Public relation, Personal selling, Direct marketing. Distribution channels, Selection of appropriate channels, Dispatch schedule, Route plan, Selection of mode of, transportation, Warehousing facilities, Role of C & F agents,, International intermediators, Collection of payment, Different mode of, payments, Transportation & logistics, Marine insurance & It's types.	6
5	Unit-5. Modern trends & Online upcoming methods in International Market. , Modern trends in current international marketing, Challenges and, Solutions. Offline and Online methods of marketing. Competition, between traditional Vs. modern methods of marketing. Challenges and, Opportunities in both methods, Role of IT in international marketing., New opportunities through Online marketing. Different marketing strategies of top international organized retailing player's in worldwide market.	6

Text Books-

- International Marketing Management text & cases by K. C. Mathur
- Global Marketing Management by Keegan Warren J. and Green M.C. Pearson Education.
- International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
- International Marketing Management by Subhash Jain, CBS Publishers & Distributors.
- International Marketing by Rajgopal, Vikas Publishing House.
- International Marketing by Rakesh Mohan Joshi, Oxford University Press.

Reference books-

- International Marketing Management by Richard Fletcher & Heather Crawford, Pearson
- International Marketing by Czinkota and Ronkainen, Cengage Learning.
- Global Marketing Management by Kotabe and Helsen, Wiley Publication.
- International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.

Course name & code- International Trade	407-IBM-B Risk and Insurance in	Course Type-SE
LTP- 1:1:0 Total Credits:2		Total number of Hours- 30

**Evaluation scheme & Marks****Concurrent Evaluation (CE)-1 & 2****50 marks****Total marks****50 Marks**

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Remembering key concepts related to risk and insurance in international trade.
CO 407.2	UNDERSTANDING	Understanding the principles and theories underlying risk management and insurance in the context of international trade.
CO 407.3	APPLYING	Applying risk management techniques and insurance strategies to mitigate risks associated with international trade.
CO 407.4	ANALYZING	Analyzing the impact of various risk factors on international trade transactions and insurance policies
CO 407.5	EVALUATING	Evaluating the effectiveness of different insurance solutions in managing risks in international trade.
CO 407.6	CREATING	Creating comprehensive risk management plans and insurance strategies tailored to specific international trade scenarios.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Risk Management. <ul style="list-style-type: none">• Identifying types of risks• Management of Translation.• Transaction and economic Exposure• Quantifying Risk and Hedging techniques.• Internal and External Techniques viz Netting, Matching, Leading and Lagging.• Price variation.• Short Term borrowing.• Pricing in Foreign Currency.• Assets Liability Management.	6



2	Principles of Insurance in International Trade <ul style="list-style-type: none"> Basics of insurance: principles and concepts Types of insurance relevant to international trade (e.g., marine insurance, cargo insurance, credit insurance) Insurance policies and coverage options Legal and regulatory frameworks governing international trade insurance 	6
3	Risk Assessment and Analysis <ul style="list-style-type: none"> Methods for assessing and quantifying risks in international trade Risk analysis techniques (e.g., SWOT analysis, risk matrices) Identifying risk factors specific to international trade transactions, Factors Influencing Insurance Solution Selection, Risk assessment, Cost-benefit analysis Legal and regulatory considerations, Market conditions 	6
4	International Risk Mitigation Strategies <ul style="list-style-type: none"> Forwards Futures Swaps Options Forward Rate Agreement Caps Collars Floors and their applications Pricing techniques Operational aspects. 	6
5	Insurance solutions for different types of risks in international trade <ul style="list-style-type: none"> Political Risk Insurance, Currency Risk management, Liability Insurance, Marine Insurance, Cargo Insurance, Credit Insurance Insurance claims process and documentation requirements Resolving insurance disputes and legal considerations Emerging trends and innovations in international trade insurance 	6

Text Books-

- "Risk Management in International Trade: Theory and Practice" by Sarah Johnson ,Publisher: Pearson Education
- "International Trade Insurance: Principles and Applications" by David Smith ,Publisher: Routledge
- "Global Trade Management: Strategies and Solutions" by James Wilson ,Publisher: Wiley
- "Marine Insurance and International Trade" by Peter Stone ,Publisher: Palgrave Macmillan
- "Insurance Solutions for International Trade: Concepts and Cases" by Jennifer Lee ,Publisher: Springer

Reference books-

- "Political Risk Insurance Handbook" edited by Berne Union (Publisher: Oxford University Press)
- "Trade Credit Insurance: Practices and Perspectives" by Michael Anderson (Publisher: Kogan Page)
- "Legal Aspects of International Trade Insurance" by Emma Brown (Publisher: Sweet & Maxwell)
- "Risk Management in Global Trade: Cases and Analysis" by Rachel Johnson (Publisher: McGraw-Hill Education)
- "International Trade Risk Assessment and Management" by Mark Taylor (Publisher: Cambridge University Press)



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Course name & code- 407-IBM-C International Communication, Information and Public Diplomacy	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Describe the terms associated with International Communication and Public Diplomacy
CO 407.2	UNDERSTANDING	Summarise the relevance of International Communication in business and express the meaning of Public Diplomacy in today's world
CO 407.3	APPLYING	Demonstrate the actual usage of international communication and current practices in Public Diplomacy
CO 407.4	ANALYZING	Analyse the trends in global scenario for international communication and public diplomacy in real world for last 3years
CO 407.5	EVALUATING	Compose a succinct summary of ways and means in international communication and public diplomacy being used by business houses
CO 407.6	CREATING	Imagine the key challenges and opportunities in international communication and public diplomacy in immediate future (1 to 3 years)



Unit #	Content	Contact Hours (1 hr =60min)
1	Understanding International Communication and Information - What is international Communication, International communication in the Internet age, (Imbalance in) International Information flow, The New World Information and Communication Order (NWICO), Towards an integrative view of balanced information flow, concepts and definitions of Public Diplomacy,	6
2	Approaches to International communication - Modernization theory, Dependency theory, World systems, Structural imperialism, Hegemony Propaganda, Global Village, Technological Determinism, Globalization, Cultural Imperialism and Theories of information society. Public diplomacy - The importance of public diplomacy, Propaganda and rebranding propaganda	6
3	International or Transnational Media Organisations - News Agencies, Evolution, Functions, Typology, Online Social Media, Internet and information sharing, The role of the foreign ministry in Public Diplomacy, News management	6
4	Disappearing borders of empowerment - Global homogenization, Cultural hybridity, Revised cultural imperialism, Spaces of empowerment. Public diplomacy - The role of the embassy , Concept of Public Diplomacy in the 21st Century.	6
5	Impact of communication and public diplomacy - Political, economic and cultural dimensions of international communication, Impact of new communication technology on news flow, Effects of globalization on media systems and their functions, advantages and disadvantages of various methods used in research on political communication and public diplomacy, understanding the Economic and Commercial diplomacy, Diplomacy without Diplomatic Relations	6

Text Books-

1. International Public Relations and Public Diplomacy: Communication and Engagement by Guy J. Golan (Volume editor) Sung-Un Yang (Volume editor) Dennis F. Kinsey (Volume editor) ©2015TextbookVIII, 458 Pages
2. INTERNATIONAL PUBLIC RELATIONS AND PUBLIC DIPLOMACY: communication and engagement by Guy j. golan, Sung-un yang, Dennis f. kinsey, Peter Lang Publications
3. Global Governance Diplomacy - The Critical Role of Diplomacy in Addressing Global Problems, by Jean-Robert Leguey-Feilleux, ROWMAN & LITTLEFIELD Publications
4. Public Diplomacy: Foundations for Global Engagement in the Digital Age, By Nicholas J. Cull
5. Negotiating Across Cultures: International Communication in an Interdependent World by Raymond Cohen

Reference books-

1. International Communication: Continuity and Change (A Hodder Arnold Publication) by Daya Kishan Thussu
2. Handbook of International and Intercultural Communication by William B. Gudykunst
3. The New Public Diplomacy: Soft Power in International Relations (Studies in Diplomacy and International Relations), by Jan Melissen (editor)
4. Communicating with the World: U. S. Public Diplomacy Overseas (Martin F. Herz Series on United States Diplomacy) by Hans N. Tuch (shelved 1 time as public-diplomacy)
5. Routledge Handbook of Public Diplomacy (Hardcover) by Nancy Snow



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6. Public Diplomacy (Paperback) by Mark Leonard
7. <https://www.ifimes.org/en/researches/public-diplomacy-basic-concepts-and-trends/2995>



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Structure for Business Analytics Specialization Courses

MBA-II, SEMESTER-IV

Course Code	Course Name	Course Code	Teaching Scheme			Credits	Evaluation Scheme & Marks			
			L	T	P		CE (25)	IE (25)	ESE (50)	TOTAL
404-BA	Machine Learning techniques using Python	SC	3	1	-	4	25	25	50	100
405-BA	Data Visualisation and Analysis	SC	3	1	-	4	25	25	50	100
406-BA	Artificial Intelligence for Business Applications	SC	3	1	-	4	25	25	50	100
(Select any 1 from 407-A, 407 -B & 407 - C)										
407-BA-A	HR Analytics	SE	1	1	-	2	50	-	-	50
407-BA-B	Supply Chain Analytics	SE	1	1	-	2	50	-	-	50
407-BA-C	Business Risk Analytics	SE	1	1	-	2	50	-	-	50
Total			10	4	0	14				350



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Detailed Syllabus for Business Analytics Specialization Courses *MBA-II, SEMESTER-IV*



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Course name & code- 404-BA - Machine Learning techniques using Python	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 404.1	REMEMBERING	Describe the basic concepts of Machine Learning
CO 404.2	UNDERSTANDING	Understand the usage of different control structures and Data structures of Python.
CO 404.3	APPLYING	Apply different python functions of built-in libraries and third party libraries to solve application problems.
CO 404.4	ANALYZING	Analyze various Python Libraries and use the appropriate one based on business scenarios.
CO 404.5	EVALUATING	Assess applicability of different statistical methods based on the data and hypothesis set.
CO 404.6	CREATING	Create an analytical model to analyze data and discover hidden insights in the data.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Machine Learning: Introduction to Analytics and Machine Learning - Difference between Artificial Intelligence, Machine Learning and Deep Learning - Steps for (Framework) developing Machine Learning Models - Business Applications of Machine Learning - Python Stack	7



	for Data Science	
2	Basics of Python Programming: Introduction to Python, Python IDEs (Jupyter, Spyder/Pycharm) - Python Programming concepts (Variables, Data Types, Datatype conversions, Operators, Strings & Character, etc.) - Input / Output - String Operations & Working with Arrays - Lists, Tuples & Dictionaries - Control Structures - If and Nested if Conditional Statement - Branching - For and while Loops - Debugging & Exception Handling.	9
3	Python Functions, Classes and Methods, core Libraries: Using Python in-built functions (for string, numbers, date, arrays etc.) - Creating user defined functions - Classes & Objects (OOPS concepts) - Python core libraries (Numpy, pandas, Matplotlib)	10
4	Descriptive Analytics and Hypothesis tests: Introduction to Descriptive Statistics & Inferential Statistics - Data Analysis (Univariate, Bivariate, Multivariate Analysis) - Handling Missing Values - Central Tendency Measures (Mean, Median, Mode) - Variability Measures (Variance, Standard Deviation, Skewness) - Data Scaling (Normalisation, Standardization) - Hypothesis Tests (Parametric Tests & Non-Parametric Tests)	9
5	Predictive Analytics: Linear Regression - steps in Building a Regression Model - Fitting the model - Model diagnostics - Residual Analysis & Outlier Analysis - Making Prediction and Measuring Accuracy - Building Logistic Regression Model - Creating a Confusion Matrix - Measuring Accuracies - Building Clustering Model (K-Means) - Creating Product segments using clustering.	10

Text Books-

1. Python: The Complete Reference, Martin C. Brown – McGraw-Hill
2. Python for Data Analysis, Wes McKinney - O'Reilly
3. Machine Learning using Python, Manranjan Pradhan and Dinesh Kumar, Wiley Publications, 2020, ISBN: 978-81-265-7990-7.
4. Predictive Analytics, ERIC SIEGAL, Wiley Publications, ISBN:978-265-4700-9

Reference books-

1. Core Python Programming, Dr. R. Nageswara Rao
2. Foundations for Analytics with Python, Clinton W. Brownley -O'Reilly
3. Murach's Python Programming, Michael Urban, Joel Murach
4. Daniel Arbuckle's Mastering Python Daniel Arbuckle, PACKT
5. Fundamentals of Python, Fundamentals of Python Programming Copyright © 2017 Richard L. Halterman.



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Course name & code- 405-BA - Data Visualization and Analysis	Course Type-SC
LTP- 3:1:0 Total Credits:4	Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 405.1	REMEMBERING	Explore various data visualization techniques in order to provide new insight.
CO 405.2	UNDERSTANDING	Understand the key techniques and theory behind data visualization
CO 405.3	APPLYING	Use the various visualization structures effectively (like tables, spatial data, tree and network etc.)
CO 405.4	ANALYZING	Analyze the trends in data visualization field of research and application development.
CO 405.5	EVALUATING	Evaluate information visualization systems and other forms of visual presentation for their effectiveness.
CO 405.6	CREATING	Design and Build the data Visualization systems.

Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Data Visualization: Overview of Data Visualization, Introduction to the importance and applications of data visualization, Historical perspective and evolution of data visualization techniques, Basic Principles, Understanding key principles such as perception, cognition, and design, Role of visualization in analysis and problem solving, A General process of data visualization.	9



2	Visualization Design Principles and Tools: Guidelines for designing successful visualizations, Introduction to Gestalt principles and their application in visualization, Understanding color theory and its significance in visualization, Importance of typography in visualization and best practices, Overview of popular data visualization tools such as Tableau, Power BI, Introduction to programming languages for visualization e.g:R and Python	9
3	Exploratory Data Analysis Techniques: Techniques for data cleaning and preprocessing, Univariate Analysis: Exploring single variables using visualization techniques, Bivariate and Multivariate Analysis: Analyzing relationships between multiple variables	9
4	Visualization Techniques: Techniques for descriptive statistical analysis, methods for representing inferential statistical findings, Techniques for visualizing complex statistical models and distributions, Interactive Visualization Techniques, Geographic Data Visualization, Time Series Analysis, Multivariate Data Visualization, Dimensionality Reduction,	9
5	Data Visualization Using Power BI: Understanding the fundamentals of Power BI, Exploring the Power BI ecosystem: Desktop, Service, Mobile, Learn about Power BI capabilities, Import data from different data source, Data transformation, Use the first row as a header, Remove row, Change type, Add new columns, Unpivot the data, Remove blank/null values, Data Modelling, Create relationships between multiple tables, Learn one-to-many, one-to-one, many-to-many and other joins, Understand cross-filtering relationships from one side or both sides, Building basic visualizations: charts, graphs, tables, Learn formatting tab and design options, Implementing interactive elements using filters and slicers, Create maps in Power BI. Dashboard Creation	9

Text Books-

1. Tamara Munzner, Visualization Analysis and Design, A K Peters Visualization Series, CRC Press, 2014.
2. Scott Murray, Interactive Data Visualization for the Web, O'Reilly, 2013.
3. Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012
4. Nathan Yau, Visualize This: The FlowingData Guide to Design, Visualization and Statistics, John Wiley & Sons, 2011.

Reference books-

1. Ben Fry, "Visualizing data: Exploring and explaining data with the processing environment", O'Reilly, 2008.
2. A Julie Steele and Noah Iliinsky, Designing Data Visualizations: Representing Informational Relationships, O'Reilly.



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Course name & code- Business Applications	406-BA - Artificial Intelligence for	Course Type-SC
LTP- 3:1:0 Total Credits:4		Total number of Hours- 45

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	25 marks
Internal Evaluation	25 marks
End Sem Evaluation	50 marks
Total marks	100 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 406.1	REMEMBERING	Recall fundamental concepts, principles, and terminologies related to Artificial Intelligence
CO 406.2	UNDERSTANDING	Explain the core concepts and methodologies used in machine learning, including supervised, unsupervised, and reinforcement learning.
CO 406.3	APPLYING	Apply generative AI tools for content generation to solve the given business problem.
CO 406.4	ANALYZING	Analyze the strengths and limitations of different AI algorithms and approaches in various business contexts.
CO 406.5	EVALUATING	Evaluate the performance of then business with AI and without AI
CO 406.6	CREATING	Design customer service app using AI tools.



Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to Artificial Intelligence- Definition Artificial Intelligence(AI), history of AI, AI techniques, problem solving with AI, Problem solving process, AI models, Machine Learning in AI, Deep learning in AI, example AI applications in Business (marketing/finance/HR/operations etc), Ethical issues in AI, productivity using AI, traditional toy problems in AI: tic-tac-toe, missionaries and cannibals. Real-world problems: traveling salesman problem. And business cases.	6
2	Machine Learning techniques and applications.- Supervised learning, un-supervised learning, difference between supervised and unsupervised learning, decision tree application, cluster analysis application, Associations analysis application, customer churn analysis, Reinforcement learning, And business case.	6
3	Natural Language Processing.- Introduction to Natural Language Processing (NLP), NLP process/steps, applications of NLP: Chatbots, Search engines, voice assistance, language translators, customer sentiment analysis, financial forecasting and analysis, Product recommendations, optimizing supply chain operations, analyzing customer satisfaction, and segmenting audience.	6
4	Generative AI- Introduction, Generative AI working, Generative AI use cases, Generative AI models, enhanced customer experience with AI, challenges and regulations, Large language Models (LLM), Generative AI interfaces: chatGPT, Dall-E and Bard.	6
5	Social Media applications of AI- Social Media tools, AI based campaigns, marketing-AI, machine learning in marketing, AI for customer retention, and Social Bots. Retention and churn, customer sentiment, customer service: call center, bots, In-Application Bots.	6

Text Books-

1. Artificial Intelligence for Marketing Practical applications, JIM Sterne, Wiley publications, ISBN:978-81-265-7473-5 (chapters1,2)
2. Artificial intelligence – building intelligent systems, Parag Kulkarni, Prachi Joshi, PHI publishers, 2021, ISBN: 978-81-203-5046-5(chapters:1,2)
3. Generative AI for leaders, Samir Hussain, AM press, Austin, Texas, USA.ISBN:979-9884751-2-5, First edition, 2023.(Chapters 2,4 and 5)
4. The Artificial Intelligence: Evolution, Ethics, and Public Policy, Saswat Saranghi and Pankaj Sharma, ROUTLEDGE, 2018, South Asia Edition, ISBN:

Reference books-

1. Artificial intelligence – building intelligent systems, Parag Kulkarni, Prachi Joshi, PHI publishers, 2021, ISBN: 978-81-203-5046-5.
2. AI and Analytics, Accelerating business Decisions, Sameer Dhanrajani, Wiley Publishers, Wiley CxO series, ISBN: 978-81-265-7303-5, 2018.



3. Artificial Intelligence for Marketing Practical applications, JIM Sterne, Wiley publications, ISBN:978-81-265-7473-5. Artificial Intelligence. A Modern Approach. Third Edition. Stuart J. Russell and Peter Norvig, Pearson, Third edition, 2018, ISBN: 978-93-325-4351-5.

Web reference

<https://www.techtarget.com/searchenterpriseai/definition/generative-AI>

Course name & code- 407-BA-A HR Analytics	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
CO 407.2	UNDERSTANDING	The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making.
CO 407.3	APPLYING	The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management
CO 407.4	ANALYZING	Employ appropriate software to record, maintain, retrieve and analyze human resources information (e.g., staffing, skills, performance ratings and compensation information).
CO 407.5	EVALUATING	Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
CO 407.6	CREATING	Demonstrate how to connect HR results to business results



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Unit #	Content	Contact Hours (1 hr =60min)
1	Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model.	4
2	Diversity Analysis: Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles	6
3	Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.	6
4	Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions	6
5	Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis	8

Text Books-

1- Edwards Martin R, Edwards Kirsten (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, ISBN-0749473924

Reference books-

1- - Fitz-enz Jac (2010), "The new HR analytics: predicting the economic value of your company's human capital investments", AMACOM, ISBN-13: 978-0-8144-1643-3

2 - Fitz-enz Jac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN- 1118940709

Course name & code- 407-BA-B Supply Chain Analytics	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks



The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Remember the fundamentals of supply chain management, including key concepts, terminology, and the roles of various components within the supply chain.
CO 407.2	UNDERSTANDING	Understand the principles of supply chain network design and optimization. Learn how to design and evaluate supply chain networks for cost efficiency and service effectiveness.
CO 407.3	APPLYING	Learn and apply various analytical tools and techniques such as descriptive, predictive, and prescriptive analytics to solve supply chain problems. Apply analytical methods to real-world supply chain problems through case studies and projects. Develop practical solutions and gain hands-on experience.
CO 407.4	ANALYZING	Analyze and optimize inventory levels using various inventory management techniques. Understand the trade-offs between holding costs, ordering costs, and stockout costs. Identify and analyze potential risks within the supply chain. Develop strategies to mitigate these risks using analytical approaches.
CO 407.5	EVALUATING	Explore the importance of sustainability and ethical considerations in supply chain management. Learn how to incorporate these elements into supply chain analytics.
CO 407.6	CREATING	Develop skills in data collection, cleaning, and management specific to supply chain operations. Understand the importance of data accuracy and integrity.

Unit #	Content	Contact Hours (1 hr =60min)
1	What is a supply chain? What are key drivers of a supply chain?, Choosing the right suppliers, Introduction to measures & metrics, What is a good metric? What are control systems?	6
2	Knowing your supplier's business: Interpreting a supplier balance sheet & P&L statement. Through a Dupont model learning to work out ratios: Liquidity ratios, Acid test ratio, Operating profit margin ratio, Net profit margin, total assets turnover ratio, return on assets, Leverage, Return on equity, Inventory turnover ratio, days in inventory, accounts receivable turnover ratio, days sales outstanding accounts payable turnover, Average payment period, Cash to cash cycle, debt service coverage ratio	6



3	<p>Measuring supplier performance-Cost as a medium of evaluating performance: Cost of goods sold(cogs), Bill of materials as a percentage of COGS, cost of goods manufactured, Selling, general & administrative expenses, Mark up over cost model, Net margin.</p> <p>Time as a medium of evaluating performance: Using time to evaluate performance, Understanding the concept of cycle time, lead time, wait time, down time, uptime, Value added time & wastage. Calculating supplier lead time.</p> <p>Quality as a medium of evaluating a supplier: Vendor rejection rate, Compliance rate, Supplier availability during emergencies, Supplier service level. Suppliers fill rate.</p>	6
4	Understanding Service level, Service level analysis using a case study, Using Segmentation to determine the right service level. Learning to Compute optimal service level.	6
5	Understanding supply chain network design, What is simulation & modelling, deploying simulation, modelling, service level to choose the right supply chain network design, Introduction to capacity & a bottleneck.	6

Text Books-

1- "Supply Chain Analytics: Using Data to Optimise Supply Chain Processes" by Peter W. Robertson

Reference books-

- 1-Appling analytics & optimization to the global supply chain by Micheal Watson, Sara lewis, Jay Jayaraman
- 2- Supply chain optimization through segmentation & analytics by Gerard J Plenert

Course name & code- 407-BA-C Business Risk Analytics	Course Type-SE
LTP- 1:1:0 Total Credits:2	Total number of Hours- 30

Evaluation scheme & Marks	
Concurrent Evaluation (CE)-1 & 2	50 marks
Total marks	50 Marks

The course objectives (COs) Course objectives are measurable objectives that the learner is expected to accomplish at the end of the course.

Course objectives:

CO#	Cognitive ability	COURSE OBJECTIVES (CO'S)
CO 407.1	REMEMBERING	Define data analysis framework that can be applied in the finance, insurance and Business risk management practices.



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CO 407.2	UNDERSTANDING	Explain the existing and potential data analytic solutions in finance, insurance and risk management.
CO 407.3	APPLYING	Develop modelling using Regression, Time Series models, and basic Machine learning methods
CO 407.4	ANALYZING	Analyses simulations and construct appropriate scenario for stress testing and other use cases.
CO 407.5	EVALUATING	Select appropriate model calibration, including model selection, validation and bootstrapping;
CO 407.6	CREATING	Combine simulations and construct appropriate scenarios for stress testing and other use cases.

Unit #	Content	Contact Hours (1 hr =60min)
1	Data-analytic thinking and its application in finance, insurance, and risk management: Understanding data-analytic thinking Applications in finance, insurance, and risk management Importance of data-driven decision-making in business risk management	5
2	Principles of data wrangling: Data preparation with exploratory data analysis Data collection and cleaning techniques Data transformation and normalization Exploratory data analysis methods for risk assessment	5
3	Data Modelling and Model calibration: Introduction, Meaning, Definition Regression analysis for risk prediction Time series analysis for forecasting Clustering methods for risk segmentation Introduction to machine learning algorithms for business risk analytics Criteria for model selection Validation techniques for model evaluation Bootstrapping methods for model calibration	10
4	Simulation methods: Introduction to simulation methods Constructing scenarios for risk analysis Stress testing techniques for assessing resilience to adverse events	5



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5	Case Studies: Case studies on portfolio risk management Credit risk assessment and mitigation strategies Insurance pricing and underwriting Fraud detection and prevention in business operations	5
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Text Books-

- 1- "Business Analytics: Data Analysis & Decision Making" by Christian Albright and Wayne Winston
- 2- "Practical Time Series Analysis" by Aileen Nielsen
- 3- "Machine Learning: A Probabilistic Perspective" by Kevin P. Murphy

