

Khandesh College Education Society's

# **Institute of Management and Research, Jalgaon**

(An Autonomous Institute affiliated to Kavayitri Bahinabai Chaudhari North  
Maharashtra University, Jalgaon and Recognized by AICTE, New-Delhi)



NEP-2020 Based CBCS

## **PROGRAM STRUCTURE AND SYLLABUS**

Of

## **Master of Business Administration (MBA)**

**(Semester 60-40 pattern)**

**(2024-2026)**

Department of MBA

**School of Management Studies**

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## **PROGRAMME STRUCTURE & CREDIT DISTRIBUTION**

### **Title of The Degree**

This degree shall be titled as Master in Business Administration (MBA) with the mention of Specialization in the bracket as “MBA (Specialization)”. This new curriculum shall be effective from Academic year 2024-25.

**Department Vision:** To become a preferred institute in the field of Management, to enhance value based education among the young aspirants.

### **Department Mission:**

- To Develop the rural and urban students to be professionally competent
- To Inculcate values across all learning activities
- To provide opportunities to showcase analytical skills and innovative thinking
- To keep abreast students with changing global economy

### **Eligibility Criteria For Admission**

(A) First Year Admission.-

1) Maharashtra State Candidature Candidate. The candidate,-

- i. should be a citizen of India;
- ii. Should have passed minimum three year Bachelor’s Degree awarded by any of the Universities recognized by University Grants Commission or Association of Indian Universities in any discipline with at least fifty per cent. marks in aggregate or equivalent (at least forty five per cent. in case of candidates of Reserved categories, Economically weaker section and Persons With Disability Candidates belonging to Maharashtra State only) or its equivalent;
- iii. should have obtained non zero score in MAHMBA/ MMS-CET 2024 conducted by the Competent Authority.

(2) All India Candidature Candidates, Union Territory of Jammu and Kashmir and Union Territory of Ladakh Migrant Candidature Candidates. The candidate,-

- i. should be a citizen of India;
- ii. should have passed minimum three year Bachelor’s Degree awarded by the University recognised by University Grants Commission or Association of Indian Universities in any discipline with at least fifty per cent. marks in aggregate or equivalent (at least forty five per cent. in case of candidates of Reserved categories, Economically Weaker Section and Persons With Disability Candidates belonging to the Maharashtra State only) or its equivalent;
- iii. should have obtained non zero positive score in any one of the following examinations, namely:-

CET conducted by the Competent Authority or Common Admission Test(CAT) conducted by Indian Institute of Management or Common Management Aptitude Test (CMAT) Conducted by National Testing Agency or Xavier Aptitude Test (XAT)conducted by Xavier School of Management Jamshedpur or Entrance Test for Management Admissions (ATMA) conducted by the Association of Indian Management Schools or

Management Aptitude Test (MAT) Conducted by All India Management Association or Graduate Management Aptitude Test (GMAT) Conducted by Graduate Management Admission Council, United States of America.

(B) Second Year (Lateral Entry) Admission. -

Maharashtra State Candidature Candidates and All India Candidature Candidates.  
The candidate,-

- i. should be a citizen of India;
- ii. should have passed B. E.. or B. Tech or BBA or BMS (4 Years);
- iii. Any other eligibility criteria and requirement declared from time to time by the appropriate authority as defined under the Act.

### **Admission Process:**

The Government of Maharashtra has established State Common Entrance Test as per Section 10 of the Maharashtra Unaided Private Professional Educational Institutions (Regulation of Admissions and Fees) Act, 2015 to conduct CET as well as to admit Candidates through the Centralised Admission Process (CAP) details are available at <https://cetcell.mahacet.org>

### **Objective of the program:**

- Develop essential leadership and managerial competencies to effectively lead teams and manage organizations.
- Encourage innovative thinking and entrepreneurial skills for creating and managing new ventures.
- Prepare students to navigate the complexities of the global business environment.
- Instill a strong sense of ethics, integrity, and social responsibility in students.
- Facilitate networking opportunities with industry professionals, alumni, and peers.
- Enhance career opportunities through internships, training programs and industry partnerships.

### **Description of the Programme:**

The MBA program at KCES's Institute of Management and Research is designed to develop dynamic leaders and managers equipped to excel in today's rapidly changing business landscape. We offer a comprehensive curriculum that balances theoretical knowledge with real-world application, allowing students to gain a deep understanding of key business concepts while developing the practical skills needed to implement them effectively. Students are immersed in an environment that promotes experiential learning through case studies, internships, assignments and industry projects. These hands-on experiences are complemented by access to state-of-the-art facilities and resources, including a Well-stocked library, Smart Classrooms and Computer lab with hands on training facility. Our faculty consists of experienced educators and industry professionals who bring a wealth of knowledge and expertise to the classroom. They are dedicated to providing personalized attention and mentorship, helping students to hone their skills, expand their networks, and achieve their career goals. By leveraging our strong connections with local businesses, industries and alumni, we provide students with numerous opportunities to engage with the business community, gain valuable

insights, and build meaningful professional relationships. Our location in tier 2 city i.e. Jalgaon allows us to offer unique learning experiences that are directly relevant to the needs and dynamics of these region preparing graduates to drive economic growth and development in their respective fields.

MBA program incorporates the recently implemented National Education Policy (NEP) of 2020, which aims to transform the Indian education system and promote holistic development among students.

- The Programme will be of 2 Years duration with an exit option at the end of 1<sup>st</sup> year. Students of this Programme can exit after 1st year with a certificate of Post Graduate Diploma in Business Administration (PGDBA). After Completion of 2nd year, students will be awarded with Master of Business Administration (MBA)
- Students will be given opportunities for multidisciplinary and interdisciplinary education through options to choose courses of their interests from other schools/departments within the institute.
- The total credits for 2-year MBA will be minimum 104 credits
- The relevant multidisciplinary courses are designed to address the learning interests of the students across the schools/departments.
- 20% of the courses may be offered online from SWAYAM.
- Academic Bank of Credits (ABC) will be established to facilitate transfer of Credits. The credits earned at various levels will get credited into a digitalized ABC.

### **The Programme Highlights:**

Program Highlights: Master of Business Administration (MBA) Program:

- **Discipline-Specific Courses (Core Major Courses):** Discipline Specific Core Courses are mandatory courses that provide comprehensive knowledge in a specific discipline within the MBA program. These courses cover fundamental concepts and advanced topics essential for proficiency in areas such as Management Science, Economics, Organizational Behavior, Business, Accounting, Entrepreneurship etc. DSC courses ensure that all students have a solid grounding for their MBA.
- **Department Specific Electives (DSE):** Discipline Specific Elective Courses allow students to tailor their MBA program to their interests and career goals by choosing from a range of Specialisations. In the MBA Program, 9 Elective Specialisations are offered namely Financial Management, Marketing Management, Human Resource Management, Production and Operations Management, IT and Systems Management, Agro Business Management, Business analytics, Healthcare Management and International Business Management
- **Research Methodology (RM)**  
Research Methodology in the context of an MBA program refers to the systematic approach used to collect, analyze, and interpret data to answer research questions or solve business problems. These courses equip students with the skills needed to undertake research projects and contribute to academic and professional knowledge.
- **Practical Course (P)**  
Practical Courses involve hands-on activities, simulations, and lab work that

enable students to apply theoretical concepts in controlled environments. These courses focus on developing specific skills such as data analysis, financial modeling, marketing research, and project management. Practical courses are designed to enhance problem-solving abilities and technical competencies, preparing students for the complexities of the business world.

- **Summer Internship Project (SIP)/ On Job Training (OJT):**

SIP/OJT is a crucial component of the MBA program where students undertake internships during the summer break. This project involves working with an organization on a specific assignment or project, providing practical experience and exposure to industry practices. The SIP helps students apply their academic learning in a real-world context, build professional networks, and enhance their employability. It further enhances students' learning by immersing them in a real business environment. Students gain firsthand experience in daily business operations and decision-making processes, which is crucial for developing professional skills such as communication, teamwork, and problem-solving.

- **Field Project**

Field Project offers students the opportunity to apply their academic knowledge to real-world business challenges. Students can work on projects that address current business/ Societal issues, allowing them to directly implement what they have learned in the classroom. This hands-on experience not only enhances their practical skills but also helps them build valuable industry/Social connections.

- **Research Project**

The Research Project is another key element of the MBA program, focusing on the development of critical thinking, data analysis, and research skills. Students conduct in-depth research on a specific business problem or topic, allowing them to explore areas of personal or professional interest. Through this project, students learn to collect, analyze, and interpret data, making informed business decisions that can contribute new knowledge to the field.

Together, the Field Project, OJT, and Research Project provide a holistic and integrated learning experience that prepares MBA students to tackle complex business challenges with confidence. These components are tailored to align with students' career goals and industry interests, ensuring that they emerge from the program with a well-rounded skill set and a portfolio of work that demonstrates their ability to solve real business problems.

By incorporating these diverse components into the MBA program, we aim to provide students with a well-rounded education, equipping them with the necessary knowledge, skills, and practical experience to excel in the field of Management Studies

### **Pedagogy for MBA Program:**

Pedagogy in an MBA program involves a strategic approach to teaching that is designed to develop the skills, knowledge, and attitudes necessary for leadership and management in business. Here's an overview of common pedagogical methods used in MBA programs: The pedagogy is designed to be simple yet effective, promoting holistic development and preparing students for successful careers in the field of computer applications.

- **Interactive Classroom Sessions:** The program fosters interactive classroom sessions where students actively participate in discussions, ask questions, and engage in problem-solving exercises. The faculty encourages student involvement

and creates a supportive learning environment. ICT based tools like Quizziz, Mentimeter. etc are used to make classroom learning interactive.

- **Case Based Learning:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is to be harnessed as a critical learning tool.
- **Experiential/Live Projects:** The learning is driven by the students who take up experiential projects in companies, where senior executives with a stake in teaching guide them.
- **Global Classrooms:** Apart from course faculty, using modern ICT technology students learn in class room from people who are located all over the world who bring real-time insights from their industries, their customers, happenings in their local place and environment through videos available on TED talks/ YouTube/ Webinars. This sparks different ways of thinking as well as cover the conventional material.
- **Second Generation Core Courses:** Expanded core course offerings that include Business Intelligence/ Analytic, startup, Sustainability Development spread sheet modelling and a Project focused course.
- **Leadership Building:** In addition to developing a strong background in the functional areas of business, the MBA curriculum focuses on developing essential leadership capabilities in its graduates. Encouraging leadership building through the Leadership Initiative of student council/ clubs/ Business Thought Leadership and or experiential learning programs. Also fostering entrepreneurship through Innovation and Incubation Center.
- **Emphasis on Indian Business Models:** In the last twenty years several Indian organisations have made remarkable presence in the global business scenario with the innovation of new business models and building world class organisations.
- **Real-world Examples:** The pedagogy includes the use of real-world examples to demonstrate the application of concepts. By analyzing real-life scenarios and exploring practical solutions, students develop critical thinking and problem-solving skills.
- **Project-based Learning:** The MBA program incorporates project-based learning, where students work on individual or group projects that simulate real-world scenarios. This approach enhances their teamwork, communication, and project management abilities while applying their knowledge to solve complex problems.
- **Industry Interaction:** The program encourages industry interaction through guest lectures, workshops, and industry visits. Professionals from the IT industry share their experiences, insights, and current trends, giving students a glimpse into the practical aspects of the field.
- **Socratic Method:** Professors use questioning to stimulate critical thinking and

illuminate ideas. This method encourages deep thinking and helps students explore the underlying assumptions of business practices. Develops critical thinking and the ability to think on one's feet. A classroom discussion where a professor asks probing questions about a student's business strategy.

- **Flipped Classroom:** In a flipped classroom, students are assigned materials to study outside of class, and class time is used for discussion, problem-solving, and application of concepts. Promotes active learning and ensures students come to class prepared to engage deeply with the material. Students watch video lectures on strategic management at home and then work on case studies during class.
- **Blended Learning:** Combines online digital media with traditional classroom methods. The mix of in-person and online activities can cater to diverse learning preferences. Provides flexibility in learning and can enhance student engagement. Online modules on financial modeling, supplemented with in-class discussions.

This multifaceted approach ensures that MBA graduates are well-prepared to tackle the complex challenges of modern business environments.

### **One Year PG Diploma in Business Administration:**

The total credits for 1-year PGDBA will be minimum 52+4(SIP/OJT) Following types of courses will be offered for a 1-year PGDBA Programme.

- 12 Discipline-specific Major Courses (38 credits)
- 2 Discipline specific Electives Courses (8 credits)
- 1 Research Methodology Course (4 Credit)
- 1 field Project (2 credits)
- 1 Internship (4 credits)

### **Two Year MBA Programme**

The total credits for 2-year MBA will be minimum 104 Following types of courses will be offered for a 2-year MBA Programme.

- 17 Discipline-specific Major Courses (54 credits)
- 9 Discipline specific Electives Courses (36 credits)
- 1 Research Methodology Course (4 Credit)
- 1 field Project (2 credits)
- 1 Internship (4 credits)
- 1 Research Project (4 credits)

### **Outcome Based Approach to Education (OBE):**

In the context of the National Higher Education Qualification Frameworks (NHEQF), an MBA program is designed to ensure that graduates possess the necessary qualities and characteristics expected of them, including both specialized knowledge in their field and broader, transferable skills. Outcome-Based Education (OBE) forms the foundation of this approach, focusing on the attainment of specific, measurable



outcomes by the students. Unlike traditional educational models, OBE does not prescribe a fixed style of teaching or assessment. Instead, it offers flexibility, allowing educators to adopt various roles such as instructors, trainers, facilitators, or mentors—depending on the targeted outcomes. The primary goal of OBE is to enhance the educational experience by ensuring that all activities are geared toward helping students achieve clearly defined goals. Success in this system is demonstrated through the students' ability to apply their knowledge and skills in real-world scenarios, as evidenced by their ability to perform specific tasks. This outcome-driven approach provides a clear standard for assessing student achievement, making the MBA program more effective in preparing graduates for the challenges of the business world.

### **Four Levels of Outcomes from OBE**

1. Programme Educational Objectives (PEOs)
2. Programme Outcomes (POs)
3. Programme Specific Outcomes (PSOs)
4. Course Outcomes (COs)

### **Graduate Attributes**

Graduate attributes for an MBA program, as per the National Higher Education Qualification Frameworks (NHEQF), typically include a set of competencies, skills, and qualities that graduates are expected to acquire by the end of their program. These attributes can be broadly categorized into disciplinary and generic outcomes.

<b><u>Graduate Attributes</u></b>	
<b>Disciplinary Attributes</b>	
1.	Advanced Knowledge in Business and Management:
2.	Analytical and Problem-Solving Skills
3.	Strategic Thinking
4.	Leadership and Management Skills
<b>Generic Attributes</b>	
5.	Communication Skills
6.	Ethical and Responsible Practice
7.	Global Perspective
8.	Innovation and Creativity:
9.	Critical Thinking:
10.	Teamwork and Collaboration:

### **Programme Educational Objectives (PEOs):**

Program Educational Objectives (PEO's) are established through a consultation process. PEO's are broad statements that describes the career and professional accomplishments, the student shall achieve in 2-3 years after their graduation.

<b>PEO</b>	<b>Keywords</b>	<b>PEO Statements</b>
PEO- 1	Practical Knowledge	Practice the management theories and concepts.
PEO- 2	Decision Making Skills	Acquire skills to handle decision making for achieving organizational goals
PEO- 3	Values and Ethics	Imbibe values and ethics in the individual for organizational conduct.
PEO- 4	Leadership Qualities	To develop leadership qualities & handle Managerial Environment

### **Programme Outcomes (POs):**

A Programme outcome is broad in scope and defines what the students will be able to do at the end of the Programme. POs are defined in line with the graduate attributes as specified above. POs are to be specific, measurable and achievable.

<b><u>Programme Outcomes (POs):</u></b>	
<b>P01</b>	Apply knowledge of management theories and practices to solve business problems.
<b>P02</b>	Foster Analytical and critical thinking abilities for data-based decision making.
<b>P03</b>	Ability to develop Value based Leadership ability.
<b>P04</b>	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
<b>P05</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

### **Program Specific Outcomes (PSOs):**

<b><u>Program Specific Outcomes (PSOs)</u></b>	
<b>PS01.</b>	<b>Innovation and Entrepreneurship</b> Identify opportunities for innovation and entrepreneurship, applying creative problem-solving skills to improve existing organizational processes.

Programme Specific Outcomes (PSOs) are statements that describe what the graduates of a specific Programme should be able to do.

### Mapping of PEOs with POs:

MAPPING OF PEO WITH PO						
PEO	PO1	PO2	PO3	PO4	PO5	PSO1
PEO1	3	2	1	2	2	3
PEO2	2	3	2	2	2	2
PEO3	2	2	3	3	2	1
PEO4	2	2	3	1	3	2
<i>Level of correlation: 3-High, 2-Medium, 1-Low</i>						

### GENERAL COURSE STRUCTURE & THEME

#### A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

#### B. Course code and definition:

Course code	Definitions
L	Lecture
T	Tutorial
P	Practical
DSC	Discipline Specific Core Course
DSE	Discipline Specific Elective Course
RM	Research Methodology
OJT	On Job Training
SIP	Summer Internship Project
FP	Field Project
RP	Research Project

**Course Level/Duration/System:** Post-graduate one/ Two years 2 or 4 Semesters with multiple entry and exit. The following option will be made available to the students joining MBA Program:

- A. **One year:** PG Diploma in Business Administration
- B. **Two years:** Master of Business Administration

Semester Wise Credit Distribution of Proposed PG Diploma in Business Administration & MBA

Semester	Mandatory (DSC)	Elective (DSE)	RM	OJT/FP	RP	Total
I	18	4	4	-	-	26
II	20	4	-	2	-	26
<b>PG Diploma in Business Administration with 4 Credit SIP/OJT</b>						
III	6	16	-	4	-	26
IV	10	12	-	-	4	26
Total	54	36	4	6	4	

**Category - wise distribution\***

Description	Mandatory (DSC)	Elective (DSE)	RM	OJT/SIP/FP	RP	Total
PGDBA	34	8	4	2		52+4
MBA	16	28		4	4	52

<b>One year:</b> PG Diploma in Business Administration	<b>Total Credits = 52+4</b>
<b>Two years:</b> Master of Business Administration	<b>Total Credits = 104</b>

Note: Students can take extra credit course from their own department or from other department as per the Admitting Body / University norms.

**Evaluation of the student:**

- The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60.
- Standard of passing –
  - In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses comprising of 4 credits . Similarly, the candidate has to obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising of 2 credits.
  - Minimum marks for passing the Field Project(FP), On the Job Training/ Summer Internship Project (OJT/SIP), Project shall be minimum 50%.

- The distribution of marks for each theory paper of 4 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

<b>Theory Examination</b>	<b>Maximum marks</b>
Internal assessment	40
External assessment	60
<b>Total marks</b>	<b>100</b>

- The distribution of marks for each theory paper of 2 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

<b>Theory Examination</b>	<b>Maximum marks</b>
Internal assessment	20
External assessment	30
<b>Total marks</b>	<b>50</b>

- The **OJT/SIP** (summer internship) shall commence after completion of II Semester (During vacation falling after the end of first year) and the final Project report shall be submitted during III Semester. The marks and the credits shall be allotted in III Semester. Students shall be awarded credit points out of 4 credit points on the basis of aggregate of his/her performance in project report and viva voce.

- **Internal Assessment:**

- For the internal assessment, the marks shall be assigned which includes:

<b>Heads</b>	<b>2 Credit (20 Marks)</b>	<b>4 Credit (40 Marks)</b>	<b>Evaluating Authority</b>
Internal test-I	10	20	Concerned Faculty
Internal test-II	10	20	
Assignments *	10	20	
<b>Total marks (Best of two)</b>	<b>20</b>	<b>40</b>	

\* *Twenty Marks for Assignment which may include Classroom Paper Presentation, Special Assignments, Research Paper Presentations at State Seminars, Research Paper Presentations at National Seminars, Publications in Journals, Practical (Computer related courses), Presentations of Case Study, Group Discussions, Book Review, Survey, Active participation in Event Management, Industrial Visit, Placement Activities, Institutional Branding Activities, Visit to National/International Business Exhibition etc. In related subjects (at least one activity has to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).*

- Two internal tests of 20 Marks each shall be conducted by the subject teacher. The duration of each test will be of 1 Hour.
- The student shall be allowed to keep the terms (ATKT) for next year as per the AICTE/University rules.

**Grades:**

Marks for each course would be converted into grade points as per **Ten-Point** grading scale which is devised by Exam Department and available on Institute website.

**Structure of the Question Paper**

- Each question paper shall be of 60 marks and of 3 hours duration.
- **For Theory papers** there will be 2 Sections. In section I, a candidate shall be required to answer 3 questions out of 5 questions and in section II, student shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.
- **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 5 questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.
- **For papers including case studies** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.
- **For case studies (Specialization Paper)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

## PROGRAMME STRUCTURE & CREDIT DISTRIBUTION

### SEMESTER-WISE DISTRIBUTION OF COURSES AND CREDITS FOR 2 YEARS MBA

Year- 1 <sup>ST</sup> Sem -I					
Verticals	Code	Subject	Theory/ Practical	Credit	Marks
<b>Mandatory (DSC)</b>	MBA 511	Management Science	T	4	100
	MBA 512	Managerial Economics	T	4	100
	MBA 513	Organisation Behaviour	T	4	100
	MBA 514	Business Accounting	T	2	50
	MBA 515	Business Communication	T	2	50
	MBA 516	AI Basics for Managers	T	2	50
<b>Elective (DSE)</b>	MBA 517A MBA 517B	Choose Any one from - • Management of Services • Operations Management	T	4	100
<b>RM</b>	MBA-518	RM- Research Methodology	T	4	100
<b>OJT/FP/RP</b>	--	--	--	--	--
<b>RP</b>	--	--	--	--	--
<b>Cumulative Credits /Sem</b>	--	--	--	26	650
Semester -II					
Verticals	Code	Subject	Theory/ Practical	Credit	Marks
<b>Mandatory (DSC)</b>	MBA 521	Business Governance	T	2	50
	MBA 522	Indian Economy & Policies	T	2	50
	MBA 523	Human Resource Management	T	4	100
	MBA 524	Marketing Management	T	4	100
	MBA 525	Financial Management	T	4	100
	MBA 526	Business Statistics & Analytics	T	4	100
<b>Elective (DSE)</b>	MBA 527A MBA 527B MBA 527C	Choose Any one from - • Operations Management • Sustainability Development • SWAYAM/NPTEL/ MOOC Course	T	4	100
<b>RM</b>					
<b>OJT/FP/RP</b>	MBA 528	Field Project		2	50
<b>RP</b>	--	--	--	--	--
<b>Cumulative Credits /Sem</b>				26	650
<b>Cumulative Credits for MBA I</b>				52	1300
<b>EXIT OPTION: PG Diploma in Business Administration (after 3 year UG Degree) (The student has to Complete 4 credit OJT/SIP)</b>					

2 <sup>ND</sup> Year - Semester -III					
Verticals	Code	Subject	Theory/ Practical	Credit	Marks
<b>Mandatory (DSC)</b>	MBA 631	Strategic Management	T	4	100
	MBA 632	Business Law	T	2	50
<b>Elective (DSE)</b>	MBA 633	Specialisation-I *	T	4	100
	MBA 634	Specialisation-II*	T	4	100
	MBA 635	Specialisation-III*	T	4	100
	MBA 636	Specialisation-IV*	T	4	100
<b>RM</b>	--	--	--	--	--
<b>OJT/FP/RP</b>	MBA 637	OJT/SIP		4	100
<b>RP</b>	--	--	--	--	--
<b>Cumulative Credits /Sem</b>	--	--	--	26	650
Semester -IV					
Verticals	Code	Subject	Theory/ Practical	Credit	Marks
<b>Mandatory (DSC)</b>	MBA 641	Design thinking and Innovation Management	T	4	100
	MBA 642	Indian Commercial Law	T	2	50
	MBA 643	Management Information System	T	4	100
<b>Elective (DSE)</b>	MBA 644	Specialisation-V*	T	4	100
	MBA 645	Specialisation-VI*	T	4	100
	MBA 646	Specialisation-VII*	T	4	100
<b>OJT/FP/RP</b>	--	--	--	--	--
<b>RP</b>	MBA 647	Research Project	--	4	100
<b>Cumulative Credits /Sem</b>				26	650
<b>Cumulative Credits for MBA II</b>				52	1300
<b>2 Year 4 Semester MBA Degree</b>				104	2600

### **Abbreviations:**

**T:** Theory Course    **OJT:** On Job Training: Summer Internship **P:** Practical course  
**RP:** Research Project    **FP:** Field Project    **DSC:** Discipline Specific Core Course  
**RM:** Research methodology **DSE:** Discipline Specific Elective Course  
**SIP:** Summer Internship Project

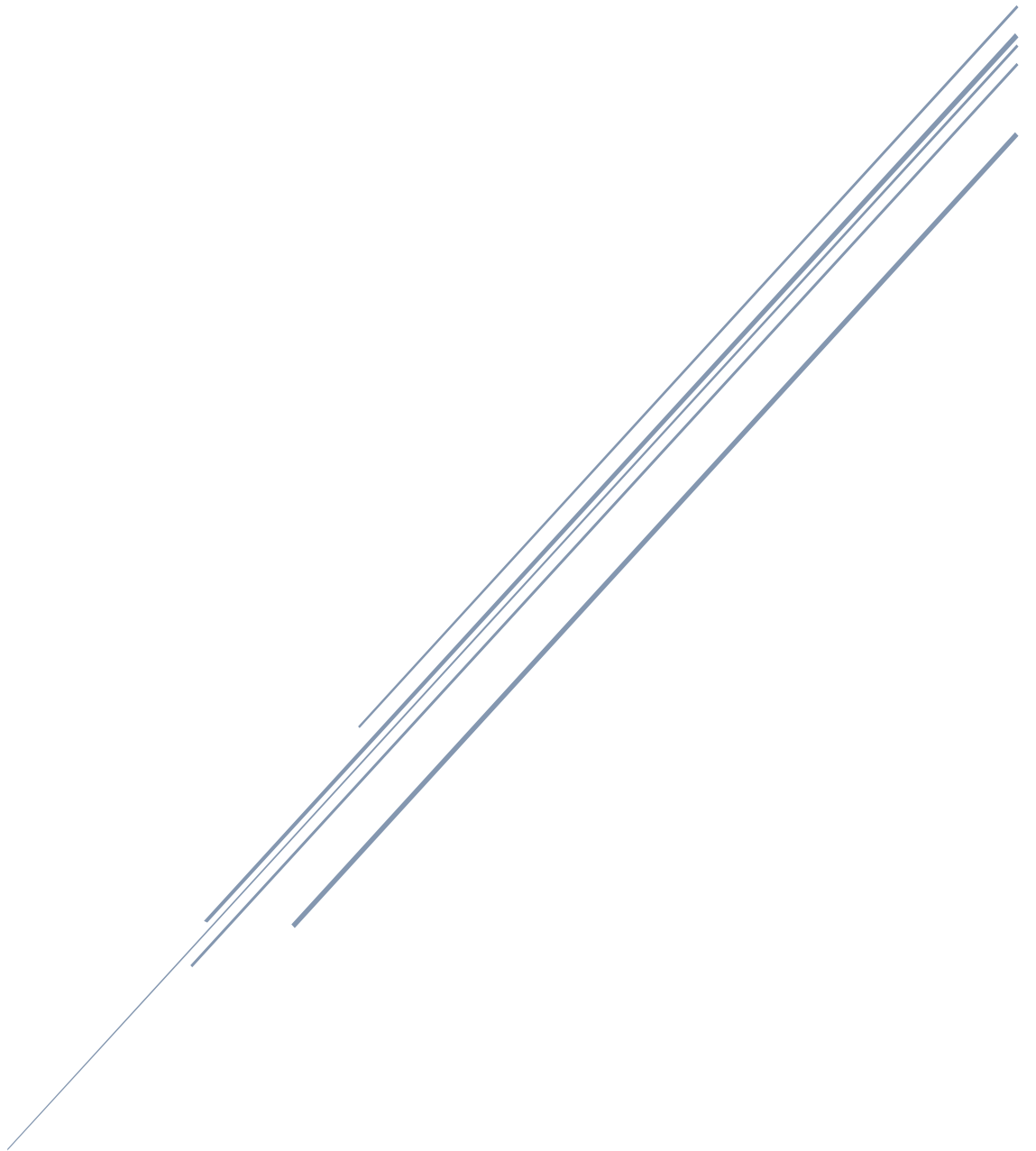
### **\* The students can opt any of the following Specialisation**

- |                                      |   |
|--------------------------------------|---|
| A. Financial Management,             | B. Marketing Management,                |
| C. Human Resource Management,        | D Production and Operations Management. |
| E. IT & Systems Management,          | F. Agro-Business Management             |
| G. Business Analytics                | H. Healthcare Management                |
| I. International Business Management |   |



# SEMESTER-I

For the Batch 24-26



# **KCES's Institute of Management and Research (Autonomous), Jalgaon**

FACULTY OF COMMERCE AND MANAGEMENT, School of Management Studies  
M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME BATCH 2024-26

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## **SEMESTER: I**

### **MBA-511 Management Science**

Course Title: Management Science

Course Code: MBA-511

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

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### **Course Description:**

The Management Science course provides a comprehensive overview of management principles, functions, and practices. The course is divided into six units that cover various aspects of management theory and application. The evolution of management thoughts is explored. This focuses on the functions of management. The course examines management practices, with a particular emphasis on Indian ethos and techniques used in Indian companies. Students explore the essential features of Indian ethos and its application in management. They also learn about management audit and its significance. Further, students explore global management practices. They compare management styles between American, Japanese, and Indian contexts. The TOWS matrix, diversity, multiculturalism, and benchmarking are also discussed. The final unit involves analysing and discussing a real-world case study. Students learn how to identify problems, generate solutions, and select the best course of action.

### **Course Objectives:**

1. To develop a sound conceptual framework for understanding management sciences & Global management practices.
2. To analyze the unique features of Indian management practices and ethos, and learn how they are integrated into organizational strategies and operations.
3. To examine and compare management styles and practices across American, Japanese, and Indian contexts, with attention to diversity, multiculturalism, and benchmarking techniques.
4. To develop problem-solving and decision-making skills through the analysis of real-world case studies, focusing on identifying issues, generating solutions, and selecting the optimal course of action.
5. To provide awareness of digital transformation in business models and latest transformation in industry and society
- 6.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	✓	--	✓	--

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

<b>C01</b>	<b>Understand</b> core management concepts and analyze the evolution of management approaches.
<b>C02</b>	<b>Utilize</b> principles of planning and organizing in management scenarios
<b>C03</b>	<b>Apply</b> staffing techniques, understand coordination strategies, and <b>evaluate</b> decision-making processes to solve organizational problems effectively.
<b>C04</b>	<b>Identify</b> the principles of directing and controlling in various management contexts, and understand recent management trends like workforce diversity and stress management.
<b>C05</b>	<b>Compare</b> global management styles and apply modern tools like TOWS matrix and benchmarking to evaluate and improve organizational practices.
<b>C06</b>	<b>Analyze</b> and <b>evaluate</b> the impact of digital transformation on modern business models

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit – I Foundation of Management Concepts</b> 1.1. Management: Concept, Nature, scope, purpose, functions & Importance 1.2. Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Managerial Skills & roles 1.3. Management Thoughts: Administrative Management Henry Fayol, Scientific Management – Fredrick Taylor, Behavioral approach- Hawthorne’s approach, Systems approach, MBO approach	8	<b>C01</b>
2	<b>Unit – II Functions of Management - I</b> 2.1. Planning: Nature, Scope, Objectives of planning 2.2. Process of Planning, Effective Planning-Principles, Planning Premises and Forecasting. 2.3. Organizing: Concept, Designing Organization Structure, and Forms of Organizational Structure, 2.4. Departmentation - need, importance & bases of departmentation 2.5. Case studies on planning and organizing	8	<b>C01, C02</b>
3	<b>Unit III - Management Functions - II</b> 3.1. Staffing: Concept, Manpower Planning, Recent trends in HRM, workforce diversity 3.2. Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination. 3.3. Decision Making – Types of Decision, decision making processes, Effective Decision, 3.4. Decision making approaches - Problem solving approach, Scientific Approach, Quantitative Approach, Creative Approach 3.5. Case studies on staffing and decision making	8	<b>C01, C03</b>
4	<b>Unit III - Management Functions - III</b> 4.1. Directing: Concept, principles of directing, supervision 4.2. Controlling: Concept, Types of control, Method: Pre-control - Concurrent control – Post control, Control areas		<b>C01, C04</b>

SN	Contents of Module	Hrs	COs
	4.3. Overview of Recent trends in management – Total Quality Management, outsourcing, Learning organization, Business process reengineering, stress management, virtual organizations 4.4. Case studies on directing and controlling		
5	<b>Unit V - Global Management Practices</b> 5.1. Types of Management styles: Comparison between American, Japanese and Indian styles of Management 5.2. TOWS matrix: A modern tool for analysis 5.3. Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization. 5.4. Bench Marking- Definition, Need, Levels & prerequisites, Process: Planning, Analysis, Integration, Action Phase, Advantages & limitations of Benchmarking. 5.5. Case studies	6	<b>CO1, CO5</b>
6	<b>Unit VI - Digital Transformation and Business Models</b> 6.1. Overview of Society 5.0 6.2. Concept of Digital Transformation 6.3. Shifts in Business Models: From Traditional to Platform-Based Models 6.4. New Business Models in Industry 4.0- Platform-Based, Subscription-Based, Product-as-a-Service (PaaS) 6.5. Challenges and Best Practices in Digital Transformation 6.6. Case Studies on Digital Transformation and Business Models	6	<b>CO6</b>

#### REFERENCE BOOKS:

1. Essentials of Management - Koontz & Weihrich– McGraw Hill
2. Principles of Management – Bhat & Kumar – Oxford University Press
3. Management Principles & Application - Griffin, Ricky W. : (Cengage Learning/Thomson Press)
4. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
5. Global Business Management – Adhikari - Macmillan
6. Indian Ethos - Nandagopal Tata McGraw Hill
7. Global Management Solutions: Demystified by Seth- Cengage Learning
8. Principles Of Management – Neeru Vashisth - Taxmann
9. Management - Robbins & Coulter – (Prentice Hall Of India,8th Edition)
10. Management : A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold ( McGraw Hill 12th Edition 2008)
11. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
12. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House

**Mapping of Course Outcomes to Program Outcomes:**

<b>CO/PO</b>	<b>P01</b>	<b>P02</b>	<b>P03</b>	<b>P04</b>	<b>P05</b>
<b>C01</b>	3	1	2	1	1
<b>C02</b>	1	3	1	1	2
<b>C03</b>	1	3	1	2	3
<b>C04</b>	1	3	1	2	2
<b>C05</b>	2	3	1	3	1
<b>C06</b>	3	3	1	2	2

**Assessment Pattern**

<b>Bloom's Category</b>	<b>Remember</b>	<b>Understand</b>	<b>Apply</b>	<b>Analyze</b>	<b>Evaluate</b>	<b>Create</b>
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓	✓	--
<b>End Semester Examination (60)</b>	✓	✓	✓	✓		✓

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## **SEMESTER: I**

### **MBA-512 Managerial Economics**

Course Title: Managerial Economics

Course Code: MBA-512

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

#### **Course Description:**

This Managerial Economics course offers an in-depth look at economic principles essential for effective business decision-making. It covers the core concepts and significance of Managerial Economics, the role of managerial economists, and the objectives of business firms. The curriculum delves into demand and supply analysis, production functions, and cost-revenue relationships, providing a thorough understanding of how these elements interact. Additionally, the course examines various market structures and their influence on pricing and output decisions. By integrating theory with practical applications, the course equips students with the knowledge to navigate and address real-world business challenges.

#### **Course Objectives:**

1. To introduce fundamental economic concepts and their relevance to business management.
2. To familiarize the students with the importance of economic approaches in managerial decision making
3. To provide an overview of the various economic laws and microeconomic indicators and their impact on business decisions
4. To make managers capable for taking the best possible decisions for any scenario

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	--	--	✓	--

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

<b>C01</b>	<b>Describe</b> the Key concepts of Managerial Economics and the role of managerial economist
<b>C02</b>	<b>Analyze</b> the factors influencing demand and supply to make informed production and pricing decisions
<b>C03</b>	<b>Apply</b> the economic laws related to demand, supply and production for business decision making
<b>C04</b>	<b>Identify</b> Cost and Revenue Relationships in short run and long run
<b>C05</b>	<b>Classify</b> various Market structures and assess its impact on pricing decisions
<b>C06</b>	<b>Develop</b> Pricing strategies and policies based on different products

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1.	<b>Unit – I Introduction to Managerial Economics</b> 1.1. Meaning, Nature and Significance of Managerial Economics 1.2. Role and Responsibility of Managerial Economist 1.3. Objectives of Business Firm 1.4. Economic Principles in Managerial Decision Analysis	6	<b>CO1</b>
2.	<b>Unit – II Demand and Supply Analysis</b> 2.1 Demand – Concept of Demand - Kinds of Demand, Determinants of Demand; Law of Demand – Function, Curves and Shifting of curves; Elasticity of Demand 2.2 Demand Forecasting – Meaning and Significance of Demand Forecasting, Short Run and Long Run Demand Forecasting, Methods of Demand Forecasting 2.3 Supply – Concept of Supply, Determinants of Supply; Law of Supply– Function, Curves and Shifting of curves; Elasticity of Supply	10	<b>CO1, CO2, CO3</b>
3.	<b>Unit – III Production Function</b> 3.1 The Production Function: Production Function as Graph, Short Run Production Function, Long Run Production Function 3.2 The Law of Variable Proportions 3.3 The law of Returns to Scale 3.4 Economies and Diseconomies of Scale	8	<b>CO1, CO3</b>
4.	<b>Unit – IV Cost and Revenue Analysis</b> 4.1 Cost Analysis: Cost Function, Classification of Costs, Relationship between AC and MC Curves, Cost-Output Relationship in the Short-run, Cost-Output Relationship in the Long-run 4.2 Revenue Analysis: Meaning of Revenue, Revenue Curves under Perfect Competition Revenue Curves under Imperfect Competition	8	<b>CO1, CO4</b>
5.	<b>Unit – V Market Structure and Price and Output Decisions</b> 5.1 Meaning of Market 5.2 Market Structures: Perfect Competition, Monopolistic Competition, Monopoly, Oligopoly, Duopoly 5.3 Pricing and Output Decisions in Different Product Market: Price and Output Decisions under Perfect Competition, Price and Output Decisions under Monopoly, Price and Output Decisions under Monopolistic Condition, Pricing and Output Decisions under Oligopoly 5.4 Game theory and Strategic behavior of Oligopoly firms	10	<b>CO1, CO5</b>
6.	<b>Unit – VI Pricing Strategies and Practices</b> 6.1 Concept of Product Pricing 6.2 Objectives of Pricing Policy 6.3 Factors Affecting Pricing Decisions 6.4 Pricing Methods	6	<b>CO1, CO6</b>

**REFERENCE BOOKS:**

1. Managerial Economics – Jaswinder Singh- Dreamtech Press
2. Managerial Economics- Atmanand- Excel Books
3. Managerial Economics - Damodaran – Oxford
4. Managerial Economics- Salvatore, Rastogi – Oxford
5. Managerial Economics - D. M. Mithani- Himalaya Publishing House
6. Managerial Economics - Chaturvedi, S. L. Gupta- International Books House Pvt. Ltd.
7. Managerial Economics 10e - Thomas & Morris –McGraw Hill
8. Business Economics – Gillespe - Oxfordz
9. Managerial Economics - Dr. H.L. Ahuja- S. Chand
10. Managerial Economics – DN Dwivedi- Vikas Publishing

**Mapping of Course Outcomes to Program Outcomes:**

CO/PO	P01	P02	P03	P04	P05
CO1	3	2	2	2	2
CO2	3	3	1	2	1
CO3	3	3	1	2	1
CO4	2	3	1	2	1
CO5	2	3	1	2	1
CO6	2	3	1	2	1

**Assessment Pattern**

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	



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### **SEMESTER: I**

#### **MBA 513 - Organizational Behavior**

Course Title: Organizational Behavior

Course Code: MBA-513

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

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#### **Course Description:**

This course is an introduction to the basic concepts and topics in organizational behavior and management. Drawing from various disciplines, OB provides a foundation for the effective management of people in organizations. The course focuses on OB at three levels: individual, interpersonal, and collective. It covers a wide breadth of theories and applications dealing with such topics as perception, personality, job satisfaction, motivation, rewarding behavior, team dynamics, negotiation and conflict management. The goal of this course is to help you develop a conceptual understanding of OB theories and provide you with skills to put those ideas and theories into practice. Key techniques and processes designed to improve organizational efficiency and effectiveness are fully examined from the perspective of management, workers, and society at large.

#### **Course Objectives:**

1. To study Human behavior at work
2. To get knowledge of Individual, Interpersonal & Group perspectives
3. To get knowledge of Power & Politics
4. To get in depth knowledge work Motivation & Work Stress

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓		--	✓	

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

<b>C01</b>	<b>Define</b> various concepts in Organizational Behavior
<b>C02</b>	<b>Focus</b> on improvement of the individual attributes and <b>articulate</b> the process of group development
<b>C03</b>	<b>Practice</b> cordial Interpersonal Relationship
<b>C04</b>	<b>Apply</b> appropriate techniques of Motivation
<b>C05</b>	<b>Administer</b> power tactics to deal with organizational politics
<b>C06</b>	<b>Assess</b> work stress and devise Stress management techniques

SN	Contents of Module	Hrs	Cos
1	<b>Unit – I Introduction (04)</b> 1.1. Meaning, Nature, Scope, Key elements & Importance of OB 1.2. Various models of OB; Multidisciplinary nature of OB 1.3. Emerging challenges for OB	04	<b>C01,</b>
2	<b>Unit – II Foundations of Individual Behavior (12)</b> 2.1. Personality: Concept, Determinants of Personality; Personality Traits influencing behavior; EI and its impact on Personality 2.2. Attitudes: Concept, Types, Components, Functions of Attitudes, Ways to change Attitudes; Attitudes & Behavior 2.3. Perception: Meaning; Perceptual Process; Factors Influencing Perception, Attribution theory; Biases affecting Perception; Perception and OB 2.4. Learning: Meaning; Theories of Learning, Principles of learning: Reinforcement, Punishment and Extinction, Learning & Behavior 2.5. Case Studies	12	<b>C01 C02</b>
3	<b>Unit – III Group Behavior (06)</b> 3.1. Reasons for formation of groups 3.2. Nature & Types of groups 3.3. Stages of Group Development 3.4. Group Properties: Group Norms, Group Size and Group Cohesiveness; Group Think and Group Shift. 3.5. Case Studies	6	<b>C01 C02</b>
4	<b>Unit – IV Interpersonal Relationship (08)</b> 4.1. Nature of Conflict; Functional and Dysfunctional Conflict 4.2. Types of Conflicts: (Individual, Interpersonal & Intergroup) 4.3. Developing interpersonal relations: Transactional Analysis and Johari Window, Conflict Management styles 4.4. Case Studies	6	<b>C01 C03</b>
5	<b>Unit – V Motivation (08)</b> 5.1. Nature & Types of Motivation: Financial & Non-Financial 5.2. Theories of Motivation: 5.2.1. Need Hierarchy Theory 5.2.2. Theory X and Theory Y 5.2.3. Motivation-Hygiene Two Factor theory 5.2.4. ERG theory 5.2.5. Vroom’s Expectancy theory 5.2.6. McClelland’s Learned Needs Theory 5.3. Case Studies	10	<b>C01 C04</b>
6	<b>Unit – VI Power &amp; Politics (06)</b> 6.1. Concept; Difference between Authority, Power & Leadership 6.2. Sources of Power; Power Tactics 6.3. Organizational Politics; Reasons for Political Behavior 6.4. Political strategies and tactics to acquire power, Managing Political Behavior 6.5. Case Studies	06	<b>C01 C05</b>
7	<b>Unit – VII Work stress (04)</b> 7.1. Concept, Nature and sources of stress of Stress 7.2. Consequences of Stress; Stress & Performance; Stress Management	04	<b>C06</b>

**REFERENCE BOOKS:**

1. Organization Behavior 12 e –Fred Luthans - McGraw Hill
2. Organization Behavior 15e – Stephen Robbins, Vohra - Pearson
3. Organization Behavior – Suja R. Nair, Himalaya Publications
4. Organization Behavior –S.S. Khanka – S Chand
5. Organization Behavior – V.S.P.Rao – Excel Publication
6. Organization Behavior – K. Ashwathappa - Himalaya
7. Human Behavior at Work –Keith Devis- Tata McGraw Hill
8. Organization Behavior – P. Subba Rao - Himalaya

**Mapping of Course Outcomes to Program Outcomes:**

CO/PO	P01	P02	P03	P04	P05
C01	1	2	1	1	1
C02	2	3	3	3	3
C03	2	2	3	2	3
C04	3	3	2	2	3
C05	1	1	3	2	3
C06	1	1	2	2	3

**Assessment Pattern**

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓	✓	✓
<b>End Semester Examination (60)</b>	✓	✓	✓	✓	✓	✓

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## **SEMESTER: I**

### **MBA 514 Business Accounting**

Course Title: Business Accounting

Course Type: Mandatory DSC

Course Code: MBA-514

Total Credits: 02

Lectures: Tutorials: Practical: 2:0:0

CIE Marks: 40

Lecture Hours: 24 Hours

ESE Marks: 60

#### **Course Description:**

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

#### **Course Objectives:**

1. To study accounting concepts, conventions & standard.
2. To understand the Accounting Process and prepare final accounts of proprietors
3. To get knowledge about various elements of costs and prepare Cost Sheet
4. To understand the difference between Cost & Financial Records

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	-	--	✓	-

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

<b>C01</b>	<b>Memorize</b> key accounting concepts, principles, and conventions.
<b>C02</b>	<b>Demonstrate</b> the process of journalizing the transactions, ledger Posting and preparing the Trial Balance
<b>C03</b>	<b>Prepare</b> Proprietors Final Accounts considering various adjustments
<b>C04</b>	<b>Differentiate</b> between various elements of cost
<b>C05</b>	<b>Prepare</b> Cost Sheet
<b>C06</b>	<b>Reconcile</b> the Profits of Cost & Financial Records

SN	Contents of Module	Hrs	COs
1	<b>Accounting Process</b> 1.1 Accounting Concepts & Conventions 1.2 Double Entry System of Accounting, Types of Accounts 1.3 Journal Entries (Considering GST effect) 1.4 Ledger Posting 1.4 Preparation of Trial Balance 1.5 Elementary Study of Accounting Standards: As-1, As-2, AS-5, AS-6, AS-10	7	CO1,CO2

SN	Contents of Module	Hrs	COs
2	<b>Final Accounts</b> 2.1 Proprietor's Final Accounts with Adjustments 2.2 Conceptual Understanding of Financial Statements of Corporate Entities: Share Capital, Reserves and Surplus, Long Term Borrowings, Current Assets, Current Liabilities, Cash & Cash Equivalents 2.3 Contents of Annual Reports of a Company	7	CO3
3	<b>Cost Accounting</b> 3.1 Elements of Cost: Direct & Indirect Costs, Fixed & Variable Costs, Factory Overheads, Office & Administration Overheads, Selling & Distribution Overheads. 3.2 Preparation of Cost Sheet 3.3 Items Excluded from Cost Sheet.	6	CO4, CO5
4	<b>Reconciliation of Cost and Financial Records</b> 4.1 Reconciliation of cost accounting records with financial accounts 4.2 Procedure for reconciliation 4.3 Statement showing reconciliation of profit of Costing & Financial Records	4	CO6

#### REFERENCE BOOKS:

1. Fundamentals of Accounting, Dr. P C Tulsian, S. Chand Publications
2. Fundamentals of Financial Accounting – Ashok Sehgal – Taxmann
3. Fundamentals of Accounting, A K Agrawal and Kamlesh Agrwal, Kitab Mahal
4. Costing, by Gangadhar Kayande-Patil, Chaitnya Publications
5. Cost Accounting: RSN Pillai, S. Chand Publications

#### Mapping of Course Outcomes to Program Outcomes

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

#### Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓		
End Semester Examination (60)	✓	✓	✓	✓		

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## **SEMESTER: I**

### **MBA-515 Business Communication**

Course Title: Business Communication

Course Code: MBA-515

Lectures: Tutorials: Practical: 1:1:0

Lecture Hours: 24 Hours

Course Type: Mandatory DSC

Total Credits: 02

CIE Marks: 20

ESE Marks: 30

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### **Course Description:**

This course is designed to enhance students' communication skills in the business context. It covers essential topics such as verbal and non-verbal communication, business writing, and digital communication. The course also explores the role of communication in organizational success, including the development of effective communication strategies, internal and external communication, and the use of digital tools. By the end of the course, students will be equipped with the skills needed to communicate effectively in various business environments.

### **Course Objectives:**

1. To introduce students to the fundamental principles and concepts of business communication,
2. To develop students' ability to craft effective communication strategies,
3. To enhance students' business writing and presentation skills.
4. To equip students with the skills to utilize digital tools and platforms effectively,
5. To prepare students to analyze and apply communication theories.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

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

<b>C01</b>	<b>Understand</b> the principles and concepts of business communication.
<b>C02</b>	<b>Develop</b> and apply effective communication strategies for various stakeholders.
<b>C03</b>	<b>Demonstrate</b> proficiency in business writing and presentation skills
<b>C04</b>	<b>Utilize</b> digital tools and platforms for business communication.
<b>C05</b>	<b>Analyze</b> the role of communication in organizational success and crisis management
<b>C06</b>	<b>Utilize</b> SEO techniques for effective content creation

SN	Contents of Module	Hrs	COs
1	<b>Unit – I Introduction to Business Communication</b> 1.1 Definition and scope of business communication. 1.2 Importance of communication in the business environment. 1.3 Verbal and non-verbal communication. 1.4 Functions of communication.	4	<b>C01</b>
2	<b>Unit 2: Communication Strategies</b> 2.1 Developing effective communication strategies. 2.2 Means and Medium of communication 2.3 Barriers to communication 2.4 Internal communication: Employee engagement, Internal newsletters. External communication: Public relations, Press releases.	5	<b>C02</b>
3	<b>Unit 3: Business Writing and Presentation Skills</b> 3.1 Business correspondence: Emails, Memos, Reports. 3.2 Writing skills for business: Clarity, Conciseness, and Tone. 3.3 Presentation skills: Structure, Design, and Delivery. 3.4 Use of visual aids in presentations.	5	<b>C03 C04,</b>
4	<b>Unit 4: Digital Communication in Business</b> 4.1 Digital communication channels: Email, Social Media, Websites. 4.2 Content creation and management: Blogs, Videos, Podcasts. 4.3 SEO and content distribution strategies. 4.4 Ethical considerations in digital communication.	5	<b>C05 C06</b>

#### REFERENCE BOOKS:

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

#### Mapping of Course Outcomes to Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5
<b>C01</b>	3	2	1	2	1
<b>C02</b>	3	2	2	3	2
<b>C03</b>	2	3	2	2	3
<b>C04</b>	3	3	2	3	2
<b>C05</b>	3	3	3	3	3
<b>C06</b>	3	2	1	3	3

#### Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓		✓	
<b>End Semester Examination (60)</b>	✓	✓	✓	✓		✓

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## **SEMESTER: I**

### **MBA-516 AI Basics for Managers**

Course Title: AI Basics for Managers

Course Code: MBA-516

Lectures: Tutorials: Practical: 2:0:0

Lecture Hours: 24 Hours

Course Type: Mandatory DSC

Total Credits: 02

CIE Marks: 40

ESE Marks: 60

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### **Course Description:**

The course "AI Basics for Managers" is designed to provide a comprehensive understanding of AI principles, applications, and implications, tailored specifically for managerial roles. This course provides managers with a foundational understanding of Artificial Intelligence (AI). It covers essential AI concepts, tools, and strategies, enabling managers to leverage AI in decision-making, optimize business processes, and lead AI-driven initiatives within their organizations.

### **Course Objectives:**

1. To understand the fundamental concepts of AI and its relevance in the business world.
2. To explore how machine learning works and the role of data in AI.
3. To understand how to strategically implement AI in business operations.
4. To explore the ethical considerations, governance, and future trends in AI.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	--	✓	--	✓	--

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

<b>C01</b>	<b>Recall</b> and <b>explain</b> fundamental concepts of Artificial Intelligence.
<b>C02</b>	<b>Describe</b> the applications of AI in various business contexts.
<b>C03</b>	<b>Understand</b> the basics of Machine learning and role of data in AI.
<b>C04</b>	<b>Apply</b> AI principles to develop a strategic plan for integrating AI into business operations.
<b>C05</b>	<b>Analyze</b> business data using AI tools to evaluate decision-making processes
<b>C06</b>	<b>Evaluate</b> the ethical implications of AI deployment



<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit 1: Introduction to Artificial Intelligence</b> 1.5. AI Definitions and Key Concepts 1.6. History and Evolution of AI 1.7. Types of AI: Narrow AI vs. General AI 1.8. Core AI Technologies: Machine Learning, Natural Language Processing, Computer Vision 1.9. Real-World Applications of AI in Business 1.10. AI Myths and Realities	12	<b>CO1 And CO2</b>
2	<b>Unit 2: Understanding Machine Learning and Data</b> 2.4 Basics of Machine Learning: Supervised, Unsupervised, and Reinforcement Learning 2.5 Data's Role in AI: Types of Data, Data Quality, and Data Management 2.6 Introduction to Algorithms: How Machines Learn from Data 2.7 Understanding Predictive Analytics 2.8 Key Tools and Platforms for Machine Learning	6	<b>CO3</b>
3	<b>Unit - III AI Strategy and Implementation</b> 3.1 Building an AI Strategy: Aligning AI with Business Goals 3.2 AI in Decision-Making: Enhancing Business Intelligence 3.3 Integrating AI into Existing Systems and Processes 3.4 Managing AI Projects: Key Steps and Considerations	6	<b>CO4 and CO5</b>
4	<b>Unit 4: Ethics, Governance, and the Future of AI</b> 4.1 Ethical AI: Bias, Transparency, and Fairness 4.2 AI Governance: Policies, Regulations, and Compliance 4.3 The Impact of AI on Jobs and the Workforce 4.4 AI and the Future of Business: Emerging Trends and Innovations	6	<b>CO6</b>

#### REFERENCE BOOKS:

1. "Artificial Intelligence: A Guide for Thinking Humans" by Melanie Mitchell
2. "Prediction Machines: The Simple Economics of Artificial Intelligence" by Ajay Agrawal, Joshua Gans, and Avi Goldfarb
3. "Competing in the Age of AI" by Marco Iansiti and Karim R. Lakhani
4. "Human + Machine: Reimagining Work in the Age of AI" by Paul R. Daugherty and H. James Wilson

#### Mapping of Course Outcomes to Program Outcomes:

<b>CO/PO</b>	<b>P01</b>	<b>P02</b>	<b>P03</b>	<b>P04</b>	<b>P05</b>
<b>CO1</b>	1	1	1	1	1
<b>CO2</b>	2	1	1	2	1
<b>CO3</b>	1	1	1	1	1
<b>CO4</b>	2	1	2	2	2
<b>CO5</b>	2	2	2	1	2
<b>CO6</b>	1	1	1	2	1

**Assessment Pattern**

<b>Bloom's Category</b>	<b>Remember</b>	<b>Understand</b>	<b>Apply</b>	<b>Analyze</b>	<b>Evaluate</b>	<b>Create</b>
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓	✓	
<b>End Semester Examination (60)</b>	✓	✓	✓	✓	✓	

# **KCES's Institute of Management and Research (Autonomous), Jalgaon**

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## **SEMESTER: I**

### **MBA-517 A Management of Services**

Course Title: Management of Services

Course Code: MBA-517

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

### **Course Description:**

This course provides an in-depth understanding of the management of services, focusing on the unique challenges and strategies related to service delivery and marketing. Students will explore various service management theories and practical approaches to enhance service quality and customer satisfaction. Emphasis is placed on the role of technology and innovation in service management, with discussion on case studies from diverse service industries. By the end of the course, students will be equipped with the skills to design and implement effective service strategies in a competitive business environment.

### **Course Objectives:**

1. To **understand** the core principles and frameworks of service management.
2. To **analyze** the challenges specific to managing services in various industries.
3. To **develop** strategies for enhancing service quality and customer satisfaction.
4. To **explore** the role of technology and innovation in the service sector.
5. To **evaluate** the impact of service marketing on business success.
6. To **apply** service management concepts in real-world scenarios.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	--	✓	--

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

<b>C01</b>	<b>Understand</b> the foundational concepts of service management.
<b>C02</b>	<b>Analyze</b> the unique challenges and opportunities in managing services.
<b>C03</b>	<b>Develop</b> strategies for service quality improvement and customer satisfaction
<b>C04</b>	<b>Utilize</b> technology and innovation in enhancing service delivery
<b>C05</b>	<b>Apply</b> service marketing principles to drive business success
<b>C06</b>	<b>Evaluate</b> the ethical and societal implications of service management practices

SN	Contents of Module	Hrs	COs
1	<b>Unit 1: Introduction to Service Management</b> 1.1 Definition, Importance, and Scope of Services	8	<b>C01</b>

SN	Contents of Module	Hrs	COs
	<ul style="list-style-type: none"> <li>• Understanding what constitutes a service</li> <li>• Differences between services and goods</li> <li>• The role of services in the global economy</li> </ul> <p><b>1.2 Characteristics of Services</b></p> <ul style="list-style-type: none"> <li>• Intangibility, inseparability, variability, and perishability</li> <li>• Implications of these characteristics for management</li> </ul> <p><b>1.3 The Service-Profit Chain</b></p> <ul style="list-style-type: none"> <li>• Relationship between service quality, employee satisfaction, and profitability</li> </ul> <p><b>1.4 Service Quality and Customer Satisfaction</b></p> <ul style="list-style-type: none"> <li>• Key models for measuring service quality (e.g., SERVQUAL)</li> <li>• Strategies to enhance customer satisfaction</li> </ul> <p><b>1.5 Trends in the Service Sector</b></p> <ul style="list-style-type: none"> <li>• The growth of the service economy</li> <li>• Emerging trends in services such as automation and AI</li> </ul>		
2	<p><b>Unit 2: Service Design and Innovation</b></p> <p><b>2.1 Service Design Processes and Tools</b></p> <ul style="list-style-type: none"> <li>• Introduction to service design thinking</li> <li>• Techniques for creating customer-centric service designs</li> </ul> <p><b>2.2 Service Blueprinting</b></p> <ul style="list-style-type: none"> <li>• Components of a service blueprint</li> <li>• How to map out service processes to identify bottlenecks</li> </ul> <p><b>2.3 Process Management in Services</b></p> <ul style="list-style-type: none"> <li>• Key principles of managing service processes</li> <li>• The role of operations management in services</li> </ul> <p><b>2.4 Innovation in Services</b></p> <ul style="list-style-type: none"> <li>• Types of service innovations: product, process, organizational</li> <li>• Barriers and enablers of service innovation</li> </ul> <p><b>2.5 Case Studies of Service Innovation (only discussion)</b></p> <ul style="list-style-type: none"> <li>• Examples from industries like hospitality, healthcare, and IT services</li> <li>• Lessons learned from successful service innovations</li> </ul>	8	CO2
3	<p><b>Unit 3: Service Marketing Mix</b></p> <p><b>3.1 The 7 Ps of Service Marketing</b></p> <ul style="list-style-type: none"> <li>• Product, Price, Place, Promotion, People, Process, Physical evidence</li> <li>• Adapting the marketing mix to different service industries</li> </ul> <p><b>3.2 Pricing Strategies in Services</b></p> <ul style="list-style-type: none"> <li>• Cost-based vs. value-based pricing</li> <li>• Yield management and dynamic pricing in services</li> </ul> <p><b>3.3 Promotion Strategies for Services</b></p> <ul style="list-style-type: none"> <li>• Integrated Marketing Communications (IMC) in services</li> <li>• The role of word-of-mouth and social proof in service marketing</li> </ul> <p><b>3.4 Place (Distribution) Strategies in Services</b></p> <ul style="list-style-type: none"> <li>• Direct vs. indirect distribution channels</li> </ul>	8	CO3

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	<ul style="list-style-type: none"> <li>The impact of digital channels on service delivery</li> </ul> <b>3.5 People and Physical Evidence</b> <ul style="list-style-type: none"> <li>Importance of service personnel in delivering quality service</li> <li>Role of physical evidence in shaping customer perceptions</li> </ul>		
4	<b>Unit 4: Managing Service Operations</b> <p><b>4.1 Capacity and Demand Management in Services</b></p> <ul style="list-style-type: none"> <li>Balancing capacity and demand to avoid overbooking or underutilization</li> <li>Techniques like reservation systems, queuing theory</li> </ul> <p><b>4.2 Service Recovery and Complaint Management</b></p> <ul style="list-style-type: none"> <li>Strategies for effective service recovery</li> <li>The impact of service recovery on customer loyalty</li> </ul> <p><b>4.3 Technology in Service Operations</b></p> <ul style="list-style-type: none"> <li>Role of technology in improving efficiency and service delivery</li> <li>Examples of technologies like CRM systems, AI, and automation</li> </ul> <p><b>4.4 Managing Service Quality</b></p> <ul style="list-style-type: none"> <li>Total Quality Management (TQM) in services</li> <li>Techniques for continuous improvement in service operations</li> </ul> <p><b>4.5 Employee Management in Services</b></p> <ul style="list-style-type: none"> <li>Importance of employee training and empowerment</li> <li>Techniques to motivate service employees and reduce turnover</li> </ul>	8	CO4
5	<b>Unit 5: Customer Relationship Management in Services</b> <p><b>5.1 Building and Managing Customer Relationships</b></p> <ul style="list-style-type: none"> <li>Strategies for developing long-term relationships with customers</li> <li>Role of personalization in service delivery</li> </ul> <p><b>5.2 Customer Loyalty and Retention Strategies</b></p> <ul style="list-style-type: none"> <li>Programs and strategies to enhance customer loyalty</li> <li>Measuring customer lifetime value (CLV)</li> </ul> <p><b>5.3 Role of CRM Systems in Services</b></p> <ul style="list-style-type: none"> <li>How CRM systems support service management</li> <li>Key features of CRM software and their applications</li> </ul> <p><b>5.4 Customer Feedback and Service Improvement</b></p> <ul style="list-style-type: none"> <li>Methods of collecting and analyzing customer feedback</li> <li>Using feedback for continuous service improvement</li> </ul> <p><b>5.5 Case Studies in CRM (only discussion)</b></p> <ul style="list-style-type: none"> <li>Successful CRM strategies from various service industries</li> <li>Lessons learned from CRM failures</li> </ul>	8	CO5
6	<b>Unit 6: Ethics and Corporate Social Responsibility in Services</b> <p><b>6.1 Ethical Issues in Service Marketing</b></p> <ul style="list-style-type: none"> <li>Common ethical dilemmas in services</li> <li>The role of transparency and honesty in building customer trust</li> </ul> <p><b>6.2 Corporate Social Responsibility (CSR) in Service Industries</b></p> <ul style="list-style-type: none"> <li>Understanding CSR and its importance in services</li> </ul>	8	CO6



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## **SEMESTER: I**

### **MBA-517 B Operation Management**

Course Title: Operation Management

Course Code: MBA-506

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Elective DSE

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

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#### **Course Description:**

Operation Management is essential in manufacturing unit. This course guide budding manager a knowledge about its concept, designing, Layout, Planning, various standards required for maintaining quality, distribution network to be selected & challenges to be encountered & Advanced operation techchiques to be followed.

#### **Course Objectives:**

1. To make students understand the concept of operation Management.
2. To acquaint students with various concepts of operation planning & Management.
3. To create an awareness about various standards to be followed.
4. To imbibe knowledge among students about its application in industry.

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	✓	✓	--	✓	

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

<b>C01</b>	<b>Understand</b> the concept of operation Management.
<b>C02</b>	<b>Explain</b> Product & Service Design.
<b>C03</b>	<b>Analyze</b> factors determining capacity planning & Facility layout.
<b>C04</b>	Get <b>knowledge</b> about various quality standards & methods of inventory management.
<b>C05</b>	<b>Evaluate</b> logistics & distribution networks.
<b>C06</b>	<b>Describe</b> advanced concepts in production and operations management.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<p><b>Unit – I Introduction to Operation Management</b></p> <p>1.1 Definition, production functions &amp; Responsibilities of Production</p> <p>1.2 Management and its relations to other management functions,</p> <p>1.3 Automation. Difference between services and Manufacturing.</p> <p>1.4 Competitiveness Strategy and productivity. Computing productivity</p>	6	<b>CO1</b>
2	<p><b>Unit – II Product &amp; Service Design</b></p> <p>2.1 Objectives, legal and Environmental issues, Lifecycles</p> <p>2.2 Standardization, Mass customization Delayed Differentiation.</p> <p>2.3 Modular design, Reliability, Improving reliability.</p> <p>2.4 Phases in product design and development.</p> <p>2.5 Design for manufacturing, concurrent Engineering, CAD, and Recycling Component Commonality.</p> <p>2.6 Service Design, Difference between product design and service design</p>	8	<b>CO2</b>
3	<p><b>Unit – III Capacity Planning &amp; Facility Layout</b></p> <p>3.1 Defining &amp; measuring capacity, determinants of effective capacity.</p> <p>3.2 Determining capacity requirements, make or buy decisions.</p> <p>3.3 Developing capacity alternatives. Challenges of planning service capacity. CVP Analysis</p> <p>3.4 Facilities layout, repetitive product and process layouts. Fixed position layout, combination layout,</p> <p>3.5 Cellular layout, Group technology, other service layouts, designing product layouts.</p> <p>3.6 Production planning and control - Routing, sequencing, loading, scheduling, master scheduling</p>	12	<b>CO3</b>
4	<p><b>Unit – IV Quality Assurance &amp; Inventory Management</b></p> <p>4.1 Inspection, Statistical process control, Control charts, acceptance sampling concept, risks, cost of quality control;</p> <p>4.2 ISO Quality Systems: ISO:9000, ISO:14000, Total Quality Control - concept, KAIZEN, six sigma concept.</p> <p>4.3 Nature and importance of Inventory, Functions and Objectives.</p> <p>4.4 Requirements for effective Inventory Management, Inventory costs</p> <p>4.5 Inventory Classification System, ABC Analysis, EOQ Models, Economic Production Quantity Model</p>	8	<b>CO4</b>
5	<p><b>Unit – V Supply Chain Management</b></p> <p>5.1. Definition, Importance, Strategy &amp; drivers of supply chain.</p> <p>5.2 Logistics: functions, objectives, solution, Customer Service, Warehousing and Material, Storage, Material Handling, Transportation and Packaging.</p> <p>5.3 Distribution - Network Design, Role, Factors Influencing, Options, Value Additions, Impact of uncertainty on Network Design, Network Design decisions using Decision trees.</p> <p>5.4 E-Business: Framework and Role of Supply Chain in e- business and b2b practices, Supply Chain IT Framework, E-Supply Chains, E –</p>	6	<b>CO5</b>



SN	Contents of Module	Hrs	COs
	Logistics- e-SCM - Agile Supply Chains, Reverse Logistics, Global Logistics.		
6	<b>Unit – VI Advanced Operation Management</b> 6.1 Current challenges in Operations management, Product development considerations. 6.2 Recent Trends in operations management, Lean manufacturing - Resource requirement planning. 6.3 Synchronous manufacturing - theory of constraints, Agile Manufacturing 6.4 Six Sigma, JIT, Poke Yoke.	8	<b>CO6</b>

#### REFERENCE BOOKS:

- 1) Production and Operations Management–K. Ashwathappa and K. Shridhar Bhat- Himalaya Publishing
- 2) Everest E Adam & Albert, Productions and Operations Management, IVth Ed, PHI Publications.
- 3) Mohanty R. P. and S. G. Deshmukh, Advanced operations management, Pearson Education, First Edition.
- 4) Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
- 5) Production & Operation Management Second Edition – Kanishka Bedi - Oxford

#### Mapping of Course Outcomes to Program Outcomes:

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

#### Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓	✓	
<b>End Semester Examination (60)</b>	✓	✓	✓	✓	✓	

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## **SEMESTER: I**

### **MBA-518 Research Methodology**

Course Title: Research Methodology

Course Code: MBA-518

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

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### **Course Description:**

Research Methodology is a hands-on course designed to impart education in the foundational methods and techniques of academic research in Management context. Students would examine and be practically exposed to the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation. Students will learn how to identify problems to study, develop hypotheses and research questions, specify independent and dependent variables, check for the validity and reliability of studies and design research projects. Once equipped with this knowledge, students would be well-placed to conduct disciplined research under supervision in an area of their choosing. In addition to their application in an academic setting, many of the methodologies discussed in this course would be similar to those deployed in professional research environments.

### **Course Objectives:**

1. To develop a sound conceptual framework for understanding research in management.
2. To get in-depth knowledge in research design and methodologies.
3. To be able to formulate research questions and identify knowledge gaps.
4. To test hypothesis using IBM SPSS Package.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

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

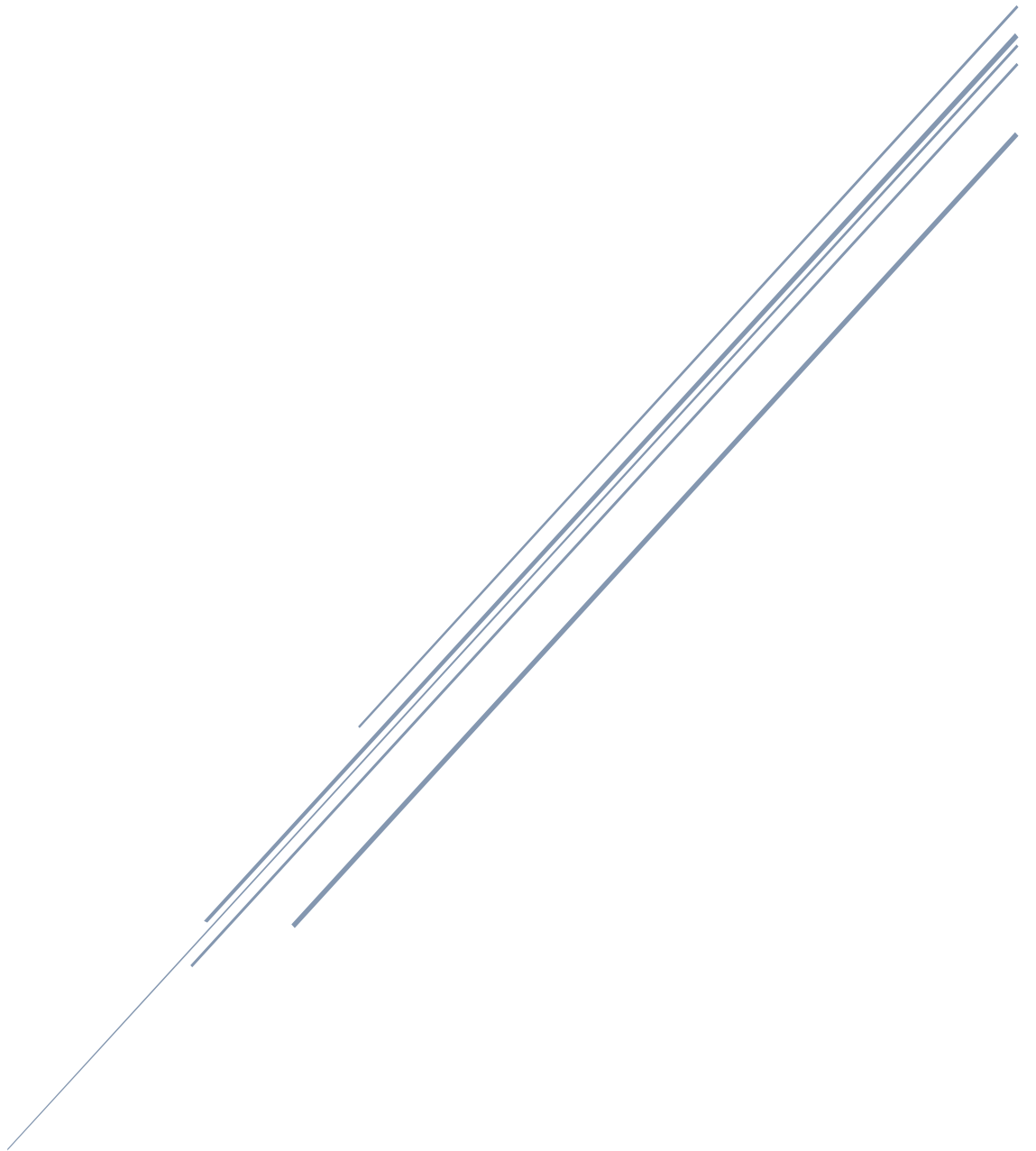
<b>C01</b>	<b>Understand</b> the basics of Research methodology.
<b>C02</b>	<b>Formulate</b> research problem
<b>C03</b>	<b>Prepare</b> research design.
<b>C04</b>	<b>Collect</b> and <b>interpret</b> Qualitative and quantitative data
<b>C05</b>	<b>Apply</b> SPSS for hypothesis testing
<b>C06</b>	<b>Report</b> and present research findings

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit – I Basics of Research Methodology</b> 1.1. Meaning, Objective & Types of Research, 1.2. Research Process 1.3. Managerial Value of Business Research 1.4. Literature Survey	12	<b>CO1</b>
2	<b>Unit – II Formulation of Research Problem</b> 2.1 Research Problem: Importance of Formulation, Sources, Considerations in selecting research Problem, steps in formulation, Factors of Problem Identification 2.2 Formulation of Objectives, 2.3 Establishing operational definition, 2.4 Variable- Concept Vs Variable, types/classification, construct 2.5 Scale characteristic, Measurement Scales: Nominal, Ordinal, Interval, Ratio 2.6 Hypothesis: Meaning, Functions, Characteristic, Sources & Types of Hypothesis,	12	<b>CO1, CO2</b>
3	<b>Unit – II Research Design &amp; Sampling Design</b> 3.1 Research Design: Meaning, Types & Feature of Research Design, Factors Affecting Research Design 3.2 Sampling Design: Sample, Sampling, Steps, Criterion of selecting sampling procedure, 3.3 Sampling Methods: Probability Sampling, Non-probability Sampling	6	<b>CO1, CO3</b>
4	<b>Unit – IV Data Collection</b> 4.1 Types & Sources of Data: Primary & Secondary data, Methods of Primary Data Collection: Observation, Interview, Questionnaire, Schedule, Schedule vs Questionnaire, Wording Questions, guidelines for constructing questions. 4.2 Criterion for good Measurement: Validity, Reliability, Sensitivity 4.3 Scaling Techniques: Rating Scales, Ranking Scales. 4.4 Factors in selecting appropriate measurement scale 4.5 Qualitative research: Meaning, uses of qualitative research, Qualitative vs Quantitative research, Orientations: Phenomenology, Ethnography, Grounded theory, Case studies.	8	<b>CO1, CO4</b>
5	<b>Unit – V Testing of Hypotheses</b> 5.1 Basic Concept Concerning Testing of Hypotheses, Procedure for Hypotheses Testing 5.2 Advanced Tools for Hypothesis Testing Using SPSS: 5.3 Introduction to SPSS package, creating data files 5.4 Multiple Response sets, Recoding, visual binning etc. 5.5 Frequencies, Descriptive statistics, Chi square analysis & Cross Tabulation 5.6 Reliability Analysis: Cronbach alpha, One sample t-test, Independent sample t-test, Linear Correlation & Regression, One Way Analysis of Variance (ANOVA) 5.7 Multivariate Data Analysis: Factor Analysis (Numerical are not Expected in Exam)	6	<b>CO5</b>



# SEMESTER-II

For the Batch 24-26



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### **SEMESTER: II**

#### **MBA-521 Business Ethics & Corporate Governance**

Course Title: Business Ethics & Corporate Governance	Course Type: Mandatory DSC
Course Code: MBA-521	Total Credits: 02
Lectures: Tutorials: Practical: 2:0:0	CIE Marks: 20
Lecture Hours: 24 Hours	ESE Marks: 30

#### **Course Description:**

This course is designed to develop in the students an understanding of the concept of Business Ethics and its application in business decision making with emphasize on CSR and sustainable business practices in the age of Globalization. It also aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

#### **Course Objectives:**

1. To provide fundamental knowledge about Business ethics and CSR
2. To create strong foundation for further studies in the field of Ethics and CSR
3. To prepare students to play an active part in Corporate Governance

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓			--	✓	

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

<b>CO1</b>	<b>Acquire</b> conceptual understanding of Business Ethics
<b>CO2</b>	<b>Understand</b> ethical issues in functional areas of management
<b>CO3</b>	<b>Analyze</b> and apply CSR Principles & Strategies
<b>CO4</b>	<b>Plan and execute</b> CSR activities in organization
<b>CO5</b>	<b>Acquire</b> conceptual understanding of Corporate Governance
<b>CO6</b>	<b>Evaluate</b> Corporate Governance Practices

SN	Contents of Module	Hrs	CO's
1	<b>Unit – I Business Ethics (8)</b> 1.1. Definition, Objective and Nature of business ethics 1.2. Importance of business ethics, Factors influencing business ethics, 1.3. Ethical Dilemma, Types of ethical dilemmas. 1.4. Culture: Cultural differences, Hofstede Dimensions of Cultural Differences, cultural discrimination 1.5. Morality: Characteristics of moral standards, Kohlberg's model of cognitive moral development	06	CO1

2	<b>Unit – II Ethical Decision Making (8)</b> 2.1. Values, Norms & Beliefs 2.2. Applied Ethics, Code of Ethics, Code of Conduct and Code of Practice 2.3. Ethics in management- Managing ethical issues in HRM, Marketing, Finance & Accounts, IT 2.4. Ethical Decision Making Process, Ethical consistency, 2.5. Business Ethics in Global Economy. Relationship Between Business Ethics & Business Development, Role of Business Ethics in Building a Civilized Society. 2.6 Individual Factors, and Organizational Factors Contributing to Unethical Behavior	06	C01 C02
3	<b>Unit – III Ethics and Corporate Social Responsibility</b> 3.1. Definition, Key aspects, Scope & Importance of Corporate Social Responsibility 3.2. Business ethics and CSR, Types of CSR, CSR Principles & Strategies 3.3. Criterion for determining the Social Responsibility of Business, 3.4. Individual Factors, and Organizational Factors Contributing to Unethical Behavior 3.5. Corporate social responsiveness, Corporate Social performance. CSR as organizational Brand building effort. 3.6. CSR Activity planning & Execution, CSR law under companies' act 2013	06	C01 C03 C04
4	<b>Unit-IV Corporate Governance</b> 4.1. Definition, Characteristics, Structure & Need of Corporate Governance 4.2. Principles of Corporate Governance 4.3. Issues in Corporate Governance 4.4. Benefits and Limitations of Corporate Governance 4.5. Corporate Governance Practices in India	06	C05 C06

#### REFERENCE BOOKS:

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

**Mapping of Course Outcomes to Program Outcomes:**

<b>CO/PO</b>	<b>P01</b>	<b>P02</b>	<b>P03</b>	<b>P04</b>	<b>P05</b>
<b>C01</b>	3	1	1	1	1
<b>C02</b>	3	2	3	2	1
<b>C03</b>	3	3	3	2	1
<b>C04</b>	1	3	3	2	3
<b>C05</b>	3	1	1	2	1
<b>C06</b>	3	2	1	1	3

**Assessment Pattern**

<b>Bloom's Category</b>	<b>Remember</b>	<b>Understand</b>	<b>Apply</b>	<b>Analyze</b>	<b>Evaluate</b>	<b>Create</b>
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓	✓	✓
<b>End Semester Examination (60)</b>	✓	✓	✓		✓	✓



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### **SEMESTER: II**

#### **MBA-522 Indian Economy and Policies**

Course Title: Indian Economy and Policies

Course Code: MBA-522

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 24 Hours

Course Type: Mandatory DSC

Total Credits: 02

CIE Marks: 20

ESE Marks: 30

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#### **Course Description:**

This course offers an understanding of the Indian economy's structure, policies, and development trajectory. It delves into the core economic principles relevant to the Indian context, discussing key issues such as national income, growth, development, macroeconomic policies, and globalization. Through a blend of theory and practical insights, students will gain a comprehensive overview of how policy decisions shape economic outcomes in India.

#### **Course Objectives:**

1. To provide a fundamental understanding of the structure and dynamics of the Indian economy.
2. To analyze the key economic indicators influencing the Indian economy.
3. To evaluate the role of macroeconomic policies in shaping India's economic growth.
4. To understand the impact of globalization on the Indian economy.

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	--	--	✓	--

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

<b>C01</b>	<b>Explain</b> the concept and indicators of Economic Growth and Development
<b>C02</b>	<b>Describe</b> the structure and features of the Indian economy and assess trends in national income.
<b>C03</b>	<b>Identify</b> the issues related Planning, Growth & Development and Unemployment in the Indian Economy
<b>C04</b>	<b>Evaluate</b> macroeconomic policies such as fiscal, monetary, and their role in macroeconomic stability in India
<b>C05</b>	<b>Identify</b> assess the role of public and private sectors and the process of privatization in the Indian economy.
<b>C06</b>	<b>Analyze</b> the impact of globalization on the Indian economy and explain India's role in the WTO.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1.	<b>Unit – I Economic Indicators and Economic Growth and Development</b> 1.1. Circular Flow of Income 1.2. National Income Accounting – Terms and Concepts 1.3. Three Methods of measuring GDP/GNP 1.4. Meaning of Economic Growth and Development 1.5. Measuring Economic development 1.6. Determinants of Economic Development	6	
2.	<b>Unit – II Indian Economy- Structure, features and Issues</b> 2.1 Indian Economy – Basic Structure 2.2 Features of Indian Economy 2.3 Structural changes in Indian Economy 2.4 Trends in National Income 2.5 Pattern of Income Distribution in India 2.6 Indian Economy and related to planning, issues Related to Growth and Development, Unemployment issues	6	
3.	<b>Unit – III Indian Economy and Macro Economic Policies</b> 3.5 Introduction to macroeconomic- Equilibrium in the economy, Concepts of Inflation and Deflation 3.6 Monetary policy– Meaning, Objectives, Instruments. 3.7 Fiscal Policy –Meaning and Objectives 3.8 Exchange rate policies and Foreign Trade Policy 3.9 Public Sector and Private Sector in Economy – Rationale and Critiques of Privatization	6	
4.	<b>Unit – IV Globalization and Indian Economy</b> 4.1 Balance of Payment and its protectionism – Concept & Components of BOP – India’s BOP Situation 4.2 Globalization- Meaning, Dimensions of Globalization, Strategies of Globalization 4.3 Globalization and its impact on Indian Economy 4.4 World Trade Organization (WTO), India and WTO	6	

#### **REFERENCE BOOKS:**

1. Indian Economy – V.K. Puri; S.K. Mishra – Himalaya Publishing House
2. Indian Economy – A.N. Agrawal – New Age International Publishers
3. Indian Economy – Ruddar Datt & KPM Sundharam – S.Chand Publishers
4. Indian Economy – Gaurav Datt & Ashwani Mahajan-- S.Chand Publishers
5. Indian Economy – Ramesh Singh – Tata Mcgraw Hill
6. Indian Economy – Nitin Singhania – Tata Mcgraw Hill
7. Indian Economy – Sriram Srirangam; Manish Kumar; Rohit Deo Jha – Pearson
8. Indian Economy – Sanjiv Verma – Unique Publishers

### Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05
C01	3	3	1	3	1
C02	2	3	1	3	1
C03	3	3	1	3	1
C04	3	3	1	3	1
C05	3	2	1	2	1
C06	3	3	1	2	1

### Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓		
<b>End Semester Examination (60)</b>	✓	✓	✓	✓		

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### **SEMESTER: II**

#### **MBA-523 Human Resource Management**

Course Title: Human Resource Management

Course Code: MBA-523

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

#### **Course Description:**

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

#### **Course Objectives:**

- 3 To understand human resource management's basic concepts, functions, and processes.
- 4 To Design and formulate various HRM processes.
- 5 To develop ways of facilitating internal changes necessary to accomplish business strategies.
- 6 To create a strong foundation for further studies in the field of HRM.
- 7 To get acquainted with the current practices of HRM

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

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

<b>C01</b>	<b>Describe</b> HRM, its functions and practices
<b>C02</b>	<b>Explain</b> Human Resource Procurement process.
<b>C03</b>	<b>Prepare</b> for Career Development and Succession Planning.
<b>C04</b>	<b>Administer</b> performance Appraisal system and
<b>C05</b>	<b>Plan</b> and <b>Organize</b> employee training, and executive development programs
<b>C06</b>	<b>Interpret</b> and <b>Connect</b> with other Practices of Human Resource Management

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit – I Introduction to Human Resource Management (HRM)</b> 1.1. Concept, Nature, Scope, Objectives & Functions of HRM, 1.2. HRM Vs. HRD, HRM Environment, 1.3. HR's Changing Role 1.4 Role & Qualities of HR Manager 1.4. Future Role & Challenges before HRM	6	
2	<b>Unit – II Process of Procurement</b> 2.1. Human Resource Planning: Concept, Need of HRP, Factors Affecting HRP, Process of Human Resource Planning – forecasting HR Requirement and availability, Uses of HR database, Shortage & Surplus of workers forecasted, Downsizing. 2.2. Recruitment: Concept, Purpose & Factors Affecting Recruitment, Sources & Process of Recruitment 2.3. Selection: Concept, Selection process, Selection tests, barriers of selection 2.4. Placement: Concept & Problems 2.5. Induction/Orientation: Concept, Objective, Steps & Problems in Orientation, Topics of Induction Programme, Onboarding 2.6. Concept of Promotion, Types of promotion, Purpose of Promotion, Principles of Promotion 2.7 Meaning of Demotion, Reasons, and Principles of Demotion 2.8 Meaning and Types of Transfer, Reasons, and Principles of Transfer. 2.9 Layoff, Rightsizing, VRS	12	
3	<b>Unit – III Career &amp; Succession Planning</b> 3.1. Career Planning: Meaning, Need, features, objective of career Planning, Process of career planning, Career Guidance, Career Stages 3.2. Career Development: Roles in career Development, Career Development Initiatives 3.3. Succession Planning: Meaning, Process & Benefits of Succession Planning	6	
4	<b>Unit – IV Performance appraisal</b> 4.1. Definitions, Objective 4.2. Process & Methods of Performance Appraisal: Traditional Methods, Modern Methods, 4.3. Problems with Performance Appraisal 4.4. Competency Mapping: Concept, Need, Competencies Applications, Classifying Competencies	8	
5	<b>Unit – V Employee Training &amp; Executive Development</b> 5.1. Meaning, Need and Objective of Training & Development 5.2. The Training procedure 5.3. Difference between Training & Development, 5.4. Methods of Training & Development: On the Job & Off the Job, Evaluation of Training	8	
6	<b>Unit – VI Other Practices</b>	8	



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## **SEMESTER: II**

### **MBA-524 Marketing Management**

Course Title: Marketing Management

Course Code: MBA-524

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

#### **Course Description:**

This course provides a comprehensive overview of the principles and practices of marketing management. It covers key concepts such as market segmentation, product positioning, pricing strategies, distribution channels, and promotional tactics. Students will learn to analyze market dynamics and consumer behavior, develop marketing strategies, and evaluate the effectiveness of marketing plans. By the end of the course, students will be equipped with the knowledge and skills to make informed marketing decisions in a global business environment.

#### **Course Objectives:**

1. To understand the core concepts and principles of marketing management.
2. To develop analytical skills for market analysis and strategy formulation.
3. To gain insights into consumer behavior and its impact on marketing decisions.
4. To learn how to develop and implement effective marketing strategies.
5. To explore the role of digital marketing in contemporary business.
6. To evaluate the ethical implications of marketing activities

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

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

<b>C01</b>	<b>Understand</b> the foundational concepts and principles of marketing.
<b>C02</b>	<b>Analyze</b> market environments and consumer behavior to identify opportunities and threats.
<b>C03</b>	<b>Apply</b> marketing strategies to different business contexts.
<b>C04</b>	<b>Develop</b> effective product, pricing, and distribution strategies.
<b>C05</b>	<b>Utilize</b> digital marketing tools and techniques.
<b>C06</b>	<b>Evaluate</b> the ethical and social implications of marketing decisions.

SN	Contents of Module	Hrs	COs
1	<b>Unit-1 Introduction to Marketing Management:</b> 1.1 Definition, Importance, and Scope of Marketing. 1.2 Marketing Environment: Internal & external,	8	<b>C01</b>

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	1.3 Broad scope of marketing, including different types such as product marketing, service marketing, and digital marketing.		
2	<b>Unit-2 Market Segmentation, Targeting, and Positioning (STP):</b> 2.1 Concepts of Market Segmentation: 2.2 Process of Targeting, Evaluating and selecting target market segments. 2.3 Understanding different targeting strategies: undifferentiated, differentiated, concentrated, and micromarketing. 2.4 Positioning Strategies: Developing a positioning statement. Identifying competitive advantages for positioning. 2.5 Case studies on successful positioning strategies by well-known brands. Concepts, Process, and Strategies.	8	<b>CO2</b>
3	<b>Unit-3 Consumer Behavior:</b> 3.1 <b>Factors Influencing Consumer Behavior</b> Psychological factors: motivation, perception, learning, beliefs, and attitudes. Personal factors: age, occupation, economic situation, lifestyle, personality, and self-concept. Social factors: family, roles, status, reference groups. Cultural factors: culture, subculture, and social class., 3.2 <b>Buyer Decision Process.</b> The five stages of the consumer decision-making process: The influence of consumer involvement and decision-making complexity on the process. Understanding consumer decision rules and heuristics.	8	<b>CO2, CO3</b>
4	<b>Unit-4 Product, Pricing and Place Strategies:</b> 4.1 Product Life Cycle, 4.2 New Product Development, 4.3 Pricing Objectives and Methods. 4.4 Marketing channels- nature and importance, channel design decisions, channel management decisions	8	<b>CO3 CO4</b>
5	<b>Unit-5 Promotion and Digital Marketing:</b> 5.1 Promotion- Promotion Mix, AIDA Model, Integrated Marketing Communication (IMC) process 5.2 Overview of online marketing channels: search engines, social media, email, content, and affiliate marketing. 5.3 Social Media Marketing, Strategies for leveraging social media platforms (Facebook, Instagram, Twitter, and LinkedIn) for brand promotion and customer engagement. 5.4 Introduction to social media advertising and analytics. Understanding influencer marketing and its impact.	8	<b>CO4 CO5</b>
6	<b>Unit-6 Ethics in Marketing:</b> 6.1 Ethical Marketing Practices, Introduction to ethics in marketing, importance in building customer trust. 6.2 Corporate Social Responsibility, the role of CSR in marketing, Exploring various CSR initiatives and their impact on brand reputation 6.3 Marketing Ethics. Understanding the ethical considerations in different aspects of marketing, Addressing issues like green washing,	8	<b>CO6</b>





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## **SEMESTER: II**

### **MBA-525 Financial Management**

Course Title: Financial Management

Course Code: MBA-525

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Mandatory DSC

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

### **Course Description:**

This course provides a comprehensive overview of Financial Management, emphasizing its role as a critical decision-making tool in business. The course covers fundamental financial concepts and equips students with practical skills for effective financial planning, control, and analysis.

### **Course Objectives:**

- Understand the foundational concepts of Financial Management and the various techniques of financial analysis.
- Gain insights into the principles of finance required for planning, controlling, and evaluating financial strategies.
- Develop the ability to apply financial theories to solve practical managerial problems.
- Analyse financial situations and develop solutions to optimize business decisions.
- Evaluate the financial implications of business decisions and their impact on a firm's financial health.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓					✓	--

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

<b>C01</b>	<b>Describe</b> and recall basic financial management concepts, including financial statement analysis, working capital management, and budgetary controls.
<b>C02</b>	<b>Explain</b> detailed theoretical concepts across the syllabus, demonstrating an understanding of key financial principles.
<b>C03</b>	<b>Apply</b> the learned concepts through calculations and problem-solving in financial scenarios.
<b>C04</b>	<b>Analyze</b> financial statements and situations to find effective solutions
<b>C05</b>	<b>Evaluate</b> the impact of financial decisions on the overall financial position of an organization.
<b>C06</b>	<b>Develop</b> effective financial strategies that align with organizational goals and enhance value creation.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit – I Financial Management</b> 1.11. Meaning, Nature, Scope and Objectives 1.12. Traditional & Modern Approaches 1.13. Functional areas of finance 1.14. Financial Forecasting 1.15. Few Concepts of finance: 1.5.1. Time value of Money, Concept of risk & return 1.5.2. Interest Rates: Nominal Interest Rate, Real Interest Rate 1.5.3. Measuring shareholders Value Creation: Economic value Added	8	<b>C01, C02, C06</b>
2	<b>Unit – II Finance for Planning &amp; control</b> 2.1. Budget & Budgetary Control 2.1.1. Concept, Objectives, & Limitations 2.1.2. Classification of Budgets – Operating, Financial & Capital Budget 2.1.3. Cash Budget, Flexible budget 2.2. Standard Costing 2.2.1. Concept, Essentials of an effective system of standard costing 2.2.2. Calculation of Material Variances 2.2.3. Calculation of Labor Variances 2.2.4. Causes & Disposition of the variances	8	<b>C02, C03</b>
3	<b>Unit - III Analysis &amp; Interpretation of Financial Statements</b> 3.1 Techniques of financial Statement Analysis: Comparative Financial Statements, Common Size Statement, Trend Analysis, Ratio Analysis 3.2 Ratio Analysis: Liquidity Ratios, Activity Ratios, Profitability Ratios, Solvency Ratios 3.3 Limitations of Ratio Analysis	6	<b>C02, C03, C04</b>
4	<b>Unit – IV Funds flow &amp; Cash Flow Analysis</b> 4.1 Concept of Funds, Funds from Operations 4.2 Statement of changes in working capital, Funds Flow Statement 4.3 Preparation of Cash flow statement (Refer AS-3)	8	<b>C03, C04</b>
5	<b>Unit – V Marginal Costing &amp; Break-Even Analysis</b> 5.1 Concept of Marginal Cost: Contribution, Variable Cost, Fixed Cost, Semi-Variable Cost 5.2 Margin of Safety, PV Ratio 5.3 Assumptions of Break-Even Analysis & Calculations of Break-Even Point	8	<b>C03, C04, C05</b>
6	<b>Unit – VI Management of Working Capital</b> 6.1 Concepts: Gross and Net, Permanent & Temporary, Operating Cycle 6.2 Disadvantages of insufficient Working Capital 6.3 Financing of Working Capital, Maximum Permissible Bank finance 6.4 Factors Determining Working Capital Requirement 6.5 Estimation of Working Capital Requirement	8	<b>C02, C04, C05</b>

**REFERENCE BOOKS:**

1. Financial Management: Dr. R P Rustagi, Taxmann Publications
2. Financial Management by Shrivastava & Mishra- Oxford University Press
3. Accounting for Management by Ramanathan- Oxford
4. Financial Accounting for Management by Ramachandran& Kakani – McGraw Hill
5. Management Accounting: Khan & Jain , Tata Mc-Graw Hill
6. Financial Management: Ravi Kishore, Taxmann Publications
7. Management Accounting: I. M. Pandey, Vikas Publication
8. Management Accounting, 1e Bhattacharyya - Pearson
9. Management accounting – Paresh Shah – Oxford University Press
10. Management Accounting: Dr. S.N. Maheshwari& Dr. S.K. Maheshwari, Vikas Publications
11. Accounting for Managers - Vijaykumar - Tata Mc-Graw Hill
12. Management Accounting: Dr. Jawaharlal, Himalay Publications
13. Principles of Management Accounting: Manmohan& S. N. Goyal
14. Accounting for Managers: Thukaram Rao , new age
15. Management Accounting: Prasanna Chandra, Prentice Hall
16. Cost & Management Accounting: Ravi Kishore, Taxmann Publications

**Mapping of Course Outcomes to Program Outcomes:**

CO/PO	P01	P02	P03	P04	P05
CO1	2	2	1	2	2
CO2	1	1	1	1	1
CO3	1	2	1	2	2
CO4	1	2	1	2	2
CO5	2	2	1	2	2
CO6	2	2	1	2	3

**Assessment Pattern**

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	
End Semester Examination (60)	✓	✓	✓	✓	✓	

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## **SEMESTER: II**

### **MBA-526 Business Statistics and Analytics**

Course Title: Business Statistics and Analytics

Course Type: Mandatory DSC

Course Code: MBA-526

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: 40

Lecture Hours: 48 Hours

ESE Marks: 60

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#### **Course Description:**

This course provides a comprehensive understanding of statistical methods and their applications in business analytics. The course covers fundamental statistical concepts, data analysis techniques, and their practical applications in decision-making processes. Students will learn how to collect, analyze, and interpret data to make informed business decisions. Students will learn to apply these techniques using various analytical tools to solve real-world business problems. Emphasis will be placed on practical applications using various analytical tools and methodologies.

#### **Course Objectives:**

1. Understand the fundamental statistical concepts and methods.
2. Understand the importance and use of various statistical measures.
3. Apply various tests for hypothesis testing.
4. Know the basics of business analytics.
5. Identify business analytics applications.
6. Know various software used in business analytics.

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	--	--	✓	--	✓	✓

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

<b>C01</b>	<b>Explain</b> the significance of different measures of central tendency and dispersion in summarizing data distributions
<b>C02</b>	<b>Apply</b> correlation, regression and index numbers calculations to real-world datasets to make predictions
<b>C03</b>	<b>Formulate</b> null and alternative hypotheses for different research scenarios and specify the appropriate statistical test to use
<b>C04</b>	<b>Evaluate</b> different scenarios and their effects on project completion in CPM and PERT as well as the optimal solution in LPP
<b>C05</b>	<b>Explain</b> the evolution of business analytics and the growing need for analytics in decision-making
<b>C06</b>	<b>Describe</b> how business analytics software's' features support data analysis and decision-making

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit – I Basics of Statistics</b> <ul style="list-style-type: none"> <li>• Meaning, Importance and limitations of Statistics.</li> <li>• Types of Data and Types of Variables.</li> <li>• Measures of Central Tendency – Meaning, Objectives and types. Calculation of Mean, Median and Mode (For Raw Data, Discrete Series and Continuous Series of Data)</li> <li>• Partition Values – Quartiles, Deciles and Percentiles.</li> <li>• Measures of Dispersion – Range, Coefficient of Range, Quartile Deviation, Mean Deviation and Standard Deviation.</li> </ul>	8	<b>CO1</b>
2	<b>Unit – II Correlation, Regression and Index Numbers</b> <ul style="list-style-type: none"> <li>• Correlation – Meaning, Types of Correlation, Degree of Correlation</li> <li>• Methods of Studying Correlation – Scatter Diagram, Karl Pearson's Coefficient of Correlation and Coefficient of Correlation by Rank Differences.</li> <li>• Regression – Meaning, Simple and Multiple Regression, distinguish between Correlation and Regression.</li> <li>• Calculation of Regression Equations and Coefficients.</li> <li>• Index Numbers – Definition, Types, Methods of Construction of Price and Quantity Index Numbers (Laspeyre's Method, Paasche's Method and Fisher's Method)</li> </ul>	8	<b>CO2</b>
3	<b>Unit – III Testing of Hypothesis</b> <ul style="list-style-type: none"> <li>• Hypothesis – Statistical, Null and Alternative,</li> <li>• Tests of significance, Types of errors in hypothesis testing, level of significance.</li> <li>• <math>\chi^2</math> (Chi-Square) test- -Introduction, Chi-square distribution, Properties of Chi-square distribution and Application of Chi-square distribution, Conditions for the validity of Chisquare test, Degrees of Freedom, Tests of Goodness-of-fit</li> <li>• . t-tests – Student's 't' distribution, Properties, Uses, One Sample t-test, Independent sample 't' test.</li> <li>• One-way ANOVA: meaning, Assumptions</li> </ul>	8	<b>CO3</b>
4	<b>Unit – IV CPM, PERT and LPP</b> <ul style="list-style-type: none"> <li>• CPM – Meaning, Network Diagram and Working Methodology, Drawing Network and Critical path (when Activities or Nodes of Activities are given), Calculation of Project Duration through Network.</li> <li>• PERT – Meaning, steps to Solve PERT Problems, Calculation of Expected Duration and Variances of Activities.</li> <li>• Distinguish between CPM and PERT.</li> <li>• LPP – Meaning, Feasible Solution, Decision Variable, Optimum Solution and Objective Function.</li> <li>• Formulation of LPP, Method to Solve LPP – Graphical Method.</li> </ul>	8	<b>CO4</b>
5	<b>Unit – V Basics of Business Analytics</b> <ul style="list-style-type: none"> <li>• Analytics - Definition, Evolution and Need. Business analytics Vs</li> </ul>	8	<b>CO5</b>

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	Business analysis. Data Analyst Vs Business Analyst. <ul style="list-style-type: none"> <li>• Analytics – Types and Tools. Data – Importance in business analytics, Difference between data, information and knowledge. Options for organizations in the absence of good quality data</li> <li>• Analytical decision-making process, characteristics of the analytical decision-making process. Skills of a good business analyst.</li> <li>• Business analytics applications - Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Analytics, Financial Analytics Sales Analytics, Web &amp; Social Media Analytics, Healthcare Industry.</li> <li>• Future of Business Analytics.</li> </ul>		
6	<b>Unit – VI Introduction to Business Analytics Software</b> <ul style="list-style-type: none"> <li>• Excel – Features, specifications and importance in business analytics.</li> <li>• Google Data Studio – Features, specifications and importance in business analytics.</li> <li>• Microsoft Power BI – Features, specifications and importance in business analytics.</li> <li>• Python – Features, specifications and importance in business analytics.</li> <li>• Tableau – Features, specifications and importance in business analytics.</li> </ul>	8	<b>CO6</b>

#### REFERENCE BOOKS:

1. Operations Research by Heera & Gupta –S.Chand & Sons
2. Operations Research – Pai - Oxford
3. Quantitative methods for Business – Anderson, Sweeney 12th Ed – Cengage Learning
4. Quantitative Techniques by Vohra –McGraw Hill
5. Quantitative Techniques by L.C.Jhamb – Everest Publishing House
6. Operations Research by V.K Kapoor –Sultan Chand & Sons
7. Operations Research: Theory and Applications (4/e) J K Sharma- Macmillan
8. Quantitative Techniques for Management, 1e - Levine – Pearso
9. Business Intelligence and Analytics - Edited by Drew Bentley ISBN: 978-1-9789-2136-8
- 7.
10. Business Analytics\_ Data Analysis & Decision Making- S. Christian Albright Wayne L. Winston – Cengage

#### Mapping of Course Outcomes to Program Outcomes:

<b>CO/PO</b>	<b>P01</b>	<b>P02</b>	<b>P03</b>	<b>P04</b>	<b>P05</b>
<b>C01</b>	3	3	1	1	1
<b>C02</b>	3	3	2	1	2
<b>C03</b>	3	3	2	1	2
<b>C04</b>	3	3	2	1	1
<b>C05</b>	1	1	1	2	1
<b>C06</b>	1	1	1	3	2

**Assessment Pattern**

<b>Bloom's Category</b>	Remember	Understand	Apply	Analyze	Evaluate	Create
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓	✓	✓	✓
<b>End Semester Examination (60)</b>	✓	✓	✓	✓	✓	✓



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## **SEMESTER: II**

### **MBA-527A: Entrepreneurship & Start-up Ecosystem**

Course Title: Entrepreneurship & Start-up Ecosystem	Course Type: Elective DSE
Course Code: MBA-527 A	Total Credits: 04
Lectures: Tutorials: Practical: 4:0:0	CIE Marks: 40
Lecture Hours: 48 Hours	ESE Marks: 60

#### **Course Description:**

This course is designed to equip aspiring entrepreneurs with the knowledge and skills necessary to navigate the dynamic and challenging landscape of start-up ventures. Students will explore the fundamental principles of entrepreneurship, from ideation to execution, and gain a deep understanding of the start-up ecosystem, including key players, resources, and networks that support entrepreneurial success.

#### **Course Objectives:**

- To provide theoretical foundations of entrepreneurship development
- To highlight effectiveness of creativity for entrepreneur.
- To shed light on various emerging trends that have taken place in entrepreneurship.
- To focus on key components of start-ups.
- To have practical hand on business model development.
- To create an awareness about theoretical preview of family business.

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓	✓	✓	✓	✓	

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

<b>C01</b>	<b>Understand</b> the entrepreneurial role and mindset.
<b>C02</b>	<b>Identify</b> creative ideas & decision making strategies.
<b>C03</b>	<b>Assessing</b> new concepts in Entrepreneurship
<b>C04</b>	<b>Understand</b> key components of the start-up ecosystem and how to leverage them for success.
<b>C05</b>	<b>Gain</b> practical skills in business model development, funding acquisition, and start-up scaling.
<b>C04</b>	<b>Explain</b> the concept of Family business.

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
	<b>Unit I – Entrepreneurial Management</b>		

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	1.1 Entrepreneurship & its Evolution 1.2 Role of entrepreneur 1.3 Idea Generation, Screening, Selection & Managing Resources. 1.4 Leading & building a team in Enterprise 1.5 Strategic planning of Business. 1.6 Business plan - meaning, significance and contents – Formulation & presentation – common errors – Preparation of project report.	8	<b>CO1</b>
2	<b>Unit II - Entrepreneurship &amp; Creativity</b> 2.1 Entrepreneurship: Role of stimulating creativity 2.2 Creativity & Entrepreneurship, Steps in creativity. 2.3 Creativity Problem solving – brainstorming, Gordon model, checklist method, Free Association & Big dream approach. 2.4 Decision making & problem solving- steps in decision making. 2.5 Developing business model.	8	<b>CO1, CO2</b>
3	<b>Unit III- Emerging trends in entrepreneurship development</b> 3.1 Digital entrepreneurship - Meaning, scope and opportunities. 3.2 Social entrepreneurship – Meaning, Supporting and Evaluating Social Entrepreneurship in India. 3.3 Sustainable entrepreneurship – Meaning, types, factors, characteristics. 3.4 Inclusive entrepreneurship – Meaning, Impact on economic growth, support networks fostering success for inclusive Entrepreneurs. 3.5 Case Study on Emerging trends in entrepreneurship development	8	<b>CO1, CO3</b>
4	<b>Unit IV – Start up ecosystem Overview</b> 4.1 Start-up Opportunities – The New Industrial Revolution, The Big idea- Generate ideas with brainstorming, Ideation- Venture choices. 4.2 The rise of start-up economy, The six forces of change. 4.3 Identifying start-up capital resource requirements. 4.4 Develop financial Assumption- startup financial Metrics 4.5 The legal environment – Approval for new venture, Taxes or duties payable for Ventures.	8	<b>CO4</b>
5	<b>Unit V – Startup Management</b> 5.1 Sources of Financing - Personal financing, Debt or Equity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing. 5.2 Building & Scaling start-ups – Strategies for building strong team, Product development, Go to market strategies, growth & sustainability. 5.3 Start-up Ecosystem in India 5.4 Developing a sustainable business model. 5.5 Case study	8	<b>CO5</b>
6	<b>Unit – VI Introduction to Family Business</b> 4.1 Defining family business, Distinction between family & non family business. 4.2 Circle models of family influence, Advantages & disadvantages. 4.2 The system theory model of family business. 4.3 Agency Theory of Family Business.	8	<b>CO6</b>

SN	Contents of Module	Hrs	COs
	4.4 The Stewardship Perspective of Family Business 4.5 Competitive Challenges and Competitive Advantages of Family Businesses. 4.6 Economic contribution of family business in India.		

#### REFERENCE BOOKS:

- 1) Entrepreneurship Development small business Enterprises, Poornima Charantimath – Pearson.
- 2) Entrepreneurship, Robert D. Hisrich, Michal P. Peters, Tata McGraw-Hill Edition
- 3) Entrepreneurship: Creating and Leading an Entrepreneurial Organization – Arya Kumar – Pearson.
- 4) Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- 5) Managing the Family Business: Theory and Practice, Thomas Zellweger - Elgar

#### Mapping of Course Outcomes to Program Outcomes:

CO/PO	P01	P02	P03	P04	P05
CO1	3	2	3	3	3
CO2	3	3	1	1	3
CO3	3	3	1	3	1
CO4	3	3	1	3	3
CO5	3	3	1	3	3
CO6	3	1	3	3	1

#### Assessment Pattern

Bloom's Category	Remember	Understand	Apply	Analyze	Evaluate	Create
Continuous Internal Evaluation. (40)	✓	✓	✓	✓	✓	✓
End Semester Examination (60)	✓	✓	✓	✓	✓	

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### **SEMESTER: II**

#### **MBA-527 B Sustainability Development**

Course Title: Sustainability development

Course Code: MBA-527 B

Lectures: Tutorials: Practical: 4:0:0

Lecture Hours: 48 Hours

Course Type: Elective DSE

Total Credits: 04

CIE Marks: 40

ESE Marks: 60

#### **Course Description:**

Students will gain an in-depth understanding of sustainable design principles, integrating technology and sustainability seamlessly. Develop a holistic perspective on sustainability in infrastructure, encompassing water, transportation, and waste management. In 2015, the 193 countries that make up the United Nations (UN) agreed to adopt the 2030 Agenda for Sustainable Development. The historic agenda lays out 17 Sustainable Development Goals (SDGs) and targets for dignity, peace, and prosperity for the planet and humankind, to be completed by the year 2030. The agenda targets multiple areas for action, such as poverty and sanitation, and plans to build up local economies while addressing people's social needs.

Once equipped our students will be corporate ready, socially ready and contribute towards a better tomorrow.

#### **Course Objectives:**

- 3 To develop a sound conceptual framework for understanding sustainability
- 4 To get in-depth knowledge in sustainability goals.
- 5 To be able to formulate strategies in line to meet sustainability goals.
- 6 To conduct a survey on a current sustainability goal and formulate a framework for adaptation

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
✓	✓	✓			✓	✓	

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

<b>C01</b>	<b>Understand</b> the basics of Sustainability Management
<b>C02</b>	<b>Formulate</b> the design and technology application to forecast technology.
<b>C03</b>	<b>Understand Air pollution and Dispersion</b>
<b>C04</b>	<b>Apply</b> techniques for low Carbon infrastructure
<b>C05</b>	<b>Study</b> wastewater sampling and treatment
<b>C06</b>	<b>Study and Understand</b> Solid waste Management

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
1	<b>Unit – I Basics of Sustainability Management</b> <ul style="list-style-type: none"> <li>• Introduction to sustainability, and sustainable development. Concepts of sustainability and sustainable development.</li> <li>• Technology; concepts and definitions.</li> <li>• Components of sustainability (Social, Economic, Environmental).</li> <li>• Linkages between resource use, technology, and sustainability.</li> <li>• Interactions between energy and technology, and their implications for environment and sustainable development.</li> <li>• Measuring and Benchmarking Sustainability - Sustainability proofing; Frameworks for measuring sustainability; Indicators of sustainability.</li> <li>• Sustainability Transitions, Drivers and Barriers; Policy and Institutional Innovations. Sustainability transition</li> <li>• Case Studies.</li> </ul>	12	<b>CO1</b>
2	<b>Unit – II Design &amp; technology in Sustainability</b> <ul style="list-style-type: none"> <li>• Understand, evaluate, define, and forecast sustainability.</li> <li>• Understanding of technology/design and detailed analysis of each chosen design/technology</li> <li>• Development of technology/design-integrated systems model</li> <li>• Consideration of 17 Sustainable Development Goals (SDGs)</li> <li>• Coverage of the fundamental mandate of SDG-4</li> <li>• Addressing feasibility, opportunities, challenges, and limitations in achieving sustainability.</li> </ul>	6	<b>CO1, CO2</b>
3	<b>Unit – III Air Pollution, Meteorological Aspects of Air Pollutant Dispersion</b> <ul style="list-style-type: none"> <li>• Definition, Scales of Concentration, emission sources Air pollution law and Standards</li> <li>• Temperature, lapse rates and Stability</li> <li>• Plume Behavior and Dispersion of Air pollutants</li> <li>• Air pollution control methods</li> </ul>	6	<b>CO1, CO3</b>
4	<b>Unit – IV Low Carbon Infrastructure</b> <ul style="list-style-type: none"> <li>• Climate and building design</li> <li>• Green Building concepts</li> <li>• Building energy efficiency and renewable energy assessment in buildings Indoor air quality and wellness</li> <li>• Sustainable construction and maintainability</li> <li>• Low-carbon material and process</li> </ul>	6	<b>CO1, CO3</b>
5	<b>Unit – V Wastewater sampling, analysis and treatment</b> <ul style="list-style-type: none"> <li>• Sampling, methods of Sampling</li> <li>• Determination of Organic and Inorganic matter/substance</li> <li>• Bacteriological measurements and Water quality standards</li> <li>• Basic process of water treatment and Primary treatment</li> <li>• Secondary treatment</li> <li>• Advanced waste water treatment</li> </ul>	8	<b>CO5</b>

<i>SN</i>	<i>Contents of Module</i>	<i>Hrs</i>	<i>COs</i>
6.	<b>Unit – VI Solid Waste Management</b> <ul style="list-style-type: none"> <li>• Sources and Classification</li> <li>• Public health aspects</li> <li>• Methods of collection and Disposal</li> <li>• Recovery and recycling</li> </ul>	4	<b>CO6</b>

#### REFERENCE BOOKS:

1. An Introduction to Sustainable Development- Peter P Rogers, Kazi Jalal, John A Byod – Earthscan
2. Sustainable Development Goals –Julia Walker, Alma Pelmezovic, Gordon Walker – John Wiley and Sons Limited
3. Environmental Pollution Control engineering- CS Rao- 2e- New Age International Publishers
4. Sustainability Management – Dr. Deb Prasanna Choudhury–Zorba Books Pvt. Ltd.
5. Environmental Management towards sustainability- Prasad Modak- 2018- CRC Press

#### Mapping of Course Outcomes to Program Outcomes:

<b>CO/PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	3	2	1	1	1
<b>CO2</b>	3	3	-	2	-
<b>CO3</b>	1	2	-	1	-
<b>CO4</b>	1	3	-	-	-
<b>CO5</b>	-	-	1	1	1

#### Assessment Pattern

<b>Bloom's Category</b>	Remember	Understand	Apply	Analyze	Evaluate	Create
<b>Continuous Internal Evaluation. (40)</b>	✓	✓	✓			✓
<b>End Semester Examination (60)</b>	✓	✓	✓	✓		✓

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### **SEMESTER: II**

#### **MBA-527C SWAYAM/NPTEL/ MOOC Course**

Course Title: SWAYAM/NPTEL/ MOOC

Course Type: Elective DSE

Course Code: MBA-527 C

Total Credits: 04

Lectures: Tutorials: Practical: 4:0:0

CIE Marks: NA

Lecture Hours: 48 (12/ 16 Week)

ESE Marks: 100

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#### **Course Description:**

SWAYAM is a programme initiated by Government of India and designed to achieve the three cardinal principles of Education Policy viz., access, equity and quality. The objective of this effort is to take the best teaching learning resources to all, including the most disadvantaged. SWAYAM seeks to bridge the digital divide for students who have hitherto remained untouched by the digital revolution and have not been able to join the mainstream of the knowledge economy.

All the courses are interactive, prepared by the best teachers in the country and are available, free of cost to any learner. More than 1,000 specially chosen faculty and teachers from across the country have participated in preparing these courses.

The courses hosted on SWAYAM are in 4 quadrants – (1) video lecture, (2) specially prepared reading material that can be downloaded/printed (3) self-assessment tests through tests and quizzes and (4) an online discussion forum for clearing the doubts. Steps have been taken to enrich the learning experience by using audio-video and multi-media and state of the art pedagogy / technology.

**Course Platform:** <https://swayam.gov.in/>

- **The institute will provide a list of related courses before the start of semester**

#### **Course Objectives:**

1. To provide access to the best teaching and learning resources to all, including the most disadvantaged.
2. To create suitable content for courses up to the post-graduate level.
3. To offer certification for online learning.
4. To address the needs and concerns of students studying in universities and colleges.
5. To bridge the digital divide and make online learning accessible to all.

#### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
	✓						

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## **SEMESTER: II**

### **MBA-528 Field Project**

Course Title: Field Project

Course Code: MBA-521

Lectures: Tutorials: Practical: 2:0:0

Lecture Hours: 24 Hours

Course Type: FP

Total Credits: 02

CIE Marks: 20

ESE Marks: 30

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### **Course Description:**

This course provides MBA students with an opportunity to engage in a hands-on, survey-based field project, allowing them to apply theoretical knowledge to real-world business scenarios. Students will work individually to design, conduct, and analyze a survey targeting a specific business issue or market need. The course emphasizes the practical aspects of survey-based research, including project planning, sampling strategies, questionnaire design, data collection, and statistical analysis. By the end of the course, students will present their findings and provide actionable recommendations based on their survey/field work.

### **Course Objectives:**

1. Design and execute a survey-based field project.
2. Develop skills in creating effective survey instruments and sampling strategies.
3. Gain experience in data collection and analysis using statistical tools.
4. Interpret survey data and translate findings into strategic business recommendations.

### **Teaching/ Evaluation Pedagogy**

Chalk & Talk	ICT Tools	Group Discussion	Case Study	Guest Session	Survey	Assignment	Lab
					✓		

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

<b>C01</b>	<b>Recall</b> survey research concepts, sampling strategies, and statistical techniques.
<b>C02</b>	<b>Explain</b> the processes of designing and conducting surveys.
<b>C03</b>	<b>Apply</b> research methodologies to design and execute a survey-based project.
<b>C04</b>	<b>Analyze</b> survey data using statistical tools to identify insights.
<b>C05</b>	<b>Evaluate</b> the effectiveness of survey design and methods.
<b>C06</b>	<b>Create</b> a report and presentation with actionable business recommendations.

### **Contents of Field Project:**

The Field survey report has to be brief in content and must include the following aspects:

1. Title Page
2. Executive Summary
3. Literature Review
4. Methodology
5. Data Analysis & Interpretation



6. Findings
7. Recommendations
8. Conclusion
9. References

### Evaluation of Field Project:

The Field Project Report shall be evaluated on the basis of Conduct of Viva-voce of 50 Marks

1. In the course of Viva-voce, the questions may be asked on selection of topic, importance / relevance of the study, objective of the study, methodology adopted/ Key learning/takeaways/ skills acquired: 15 Marks
2. Assess the students ability to explain the study outcome of the Field project: 20 Marks
3. Overall Impression (including Communication Skill): 15 Marks

### Rubrics for Field Work Evaluation

Criteria	Average 0-60% Marks	Admirable 61-90% Marks	Outstanding 91-100% Marks
Topic Selection Objectives & Research Methodology (5)	<ul style="list-style-type: none"> <li>• Topic is acceptable</li> <li>• Description of how the data was collected` what/how many data sources were analyzed, plan of analysis or measurement instrument, research context is somewhat confusing/not clearly articulated.</li> </ul>	<ul style="list-style-type: none"> <li>• Topic is Clear and precise</li> <li>• Description of how the data was collected, what/how many data sources were analyzed, plan of analysis or measurement instrument, research context is adequate but limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Topic is Appropriate</li> <li>• Objectives are Clearly defined</li> <li>• Provides accurate, description of how the data was collected, what/how many data sources were analyzed, plan of analysis or measurement instrument, research context</li> </ul>
Theoretical Background & Literature Review (10)	<ul style="list-style-type: none"> <li>• Minimal discussion of research focus/purpose of research</li> <li>• Research focus is not well-grounded in previous research /theoretically relevant literature</li> </ul>	<ul style="list-style-type: none"> <li>• Limited discussion of research focus/purpose of research</li> <li>• Research focus is less well-grounded in previous research /theoretically relevant literature</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly identifies and discusses research focus/purpose of research</li> <li>• Research focus is clearly grounded in previous research/ theoretically relevant literature</li> </ul>
Data Analysis & Findings (20)	<ul style="list-style-type: none"> <li>• Results are not very clearly explained, level of detail is insufficient, and there are more organizational issues</li> <li>• Tables/figures are not clear / concise in conveying the data.</li> <li>• Statistical analyses (if used) are inappropriate tests and/or are not</li> </ul>	<ul style="list-style-type: none"> <li>• Results are explained but not as clearly, level of detail is not as sufficient, and there are some organizational issues</li> <li>• Tables/figures are not as clear / concise in conveying the data.</li> <li>• Statistical analyses (if used) are appropriate tests</li> </ul>	<ul style="list-style-type: none"> <li>• Results are clearly explained in a comprehensive level of detail and are well-organized</li> <li>• Tables/figures clearly and concisely convey the data.</li> <li>• Statistical analyses (if used) are appropriate tests and are accurately interpreted.</li> <li>• Suggestions for further research in</li> </ul>

