



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A.			
Pattern 2022 Semester: II			
MBA 22 2 01 : [DCC] Human Resource Management			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory: 03 hrs. /week	03	Continuous Comprehensive Evaluation (CCE): 20Marks Mid Sem. Exam: 20Marks End Sem. Exam:60Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Explain the key terms in human resource management, human resource development function.		Understanding
CO2	Discuss the emerging trends and practices in HRM, HRD and various issues.		Understanding
CO3	Analyze changing role of human resource management in different situation like employee separation, work from home policy etc.		Analyzing
CO4	Evaluate different ways of HR Accounting, HR Audit and employee engagements in an Organization.		Evaluating
CO5	Evaluating emerging trends in HRM in real world organizations.		Evaluating
Course context: This course will develop understanding of human resource management and development activities along with various employee relations issues in an industry. It will help the students to understand the emerging trends and practices in human resource management and its impact on business decision. It will help the future manager to anticipate how other firms in an industry and consumers will respond to changing situation			
Unit I	INTRODUCTION OF HUMAN RESOURCE MANAGEMENT(HRM)	(08 hrs.)	CO1, CO2
1.1 Nature of HRM, Scope of HRM, Functions and Objectives of HRM: Policies and practices 1.2 SHRM - Nature of SHRM, Live example of strategic functions of HRM activity 1.3 Global competitiveness and Strategic HR, Linkage of organizational and HR strategies 1.4 Models of SHRM - The Integrated system model 1.5 New aspects/ways of handling Human Resources discussion with the help of live examples			
Unit II	HR PROCUREMENT	(08 hrs..)	CO1, CO2
2.1 Human Resource Planning (HRP) - Need ,Definition, objectives, importance, benefits, Process, 2.2 Preparing manpower inventory.(supply Forecasting) - Use of job evaluation (JE), Job Analysis (JA) : introduction, Importance and purpose of JA, benefits of job analysis, Job Description (JD):introduction, Importance and purpose of JD 2.3 Recruitment : Concept, Process, Trends , New ways of Recruitment sharing of live examples 2.4 Selection: selection process, Limitations, Job Design: introduction, and factors affecting job design. Job characteristics model of Hackman and Oldham, 1976 of effective job and job satisfaction. 2.5 Training and Development (T and D) :Nature of training, Training process, Training needs assessment (TNA) , Types of Training, Ways of Training evaluation, Training design, management development programs			
Unit III	EMPLOYEE APPRAISAL AND COMPENSATION	(08 hrs.)	CO1, CO2,CO3
3.1 Performance- Definition, PA methods ,Use of performance data, measurement process, Performance			

feedback, Introduction of Performance Management System(PMS) and Competency Mapping ((CM) with live examples
 3.2 Compensation- ;concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages and Problems, Team based Incentives.
 3.3 Managing Employee Relations :- Concept, Importance, Organizational Entry, employee Status, Flexible Work schedule , work from home , types of Employee Surveys, Employee Handbooks concept , Violations of Policy/ Discipline,
 3.4 Organizational Separation: downsizing, Lay off and Retirement, Termination, Resignation.

Unit IV	EMERGING TRENDS IN HRM	(08 hrs.)	CO1, CO2,CO5
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Faculty are expected to discuss following concepts with live examples

- 4.1 HRIS- Concept, Need, Advantages and Uses of HRIS.
- 4.2 HR Accounting- Concepts, Objective, Advantage, Limitation and Method.
- 4.3 HR Audit- Concept, Objective, Scope and Process.
- 4.4 HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services.

Unit V	CURRENT SCENARIO	(08 hrs.)	CO5
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- 5.1 Balance Scorecard –Factors that led to thinking about scorecard approach, idea underling BSC,
- 5.2 Employee Engagement: Concept, Importance, Ways /modes of it.
- 5.3 Exit Interview : Concept
- 5.4 Current scenario and new work policies and work culture after and during pandemic.
- 5.5 work from home, part time job, flexi hours policies.

Text Books

- 1. K. Aswathappa, Human Resource and Personnel Management-Text and cases: McGraw- Hill Publishing co. ltd
- 2. L.M.Prasad ,Human Resources Management
- 3. Mirza and Zaiyadin, Human Resources Management

Reference Books

- 1.C.B. Mamoria and S.V.Gankar, A Text book of Human Resource Management: Himalaya Publishing House
- 2. P. Jyothi, Human Resource Management, Oxford University Press.
- 3. Gary Dessler, Human Resources Management , Person Publication

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10. It include Short answer and long answer questions, case study, case let, numerical, article review etc.	10+10 = 20
2	LearniCo Quiz: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10	



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F. Y. M.B.A			
Pattern 2022 Semester: II			
MBA22 2 02: [DCC] Business Research Methods			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory :02 hrs./week Practical : 02 hrs./week	02 01	Continuous Comprehensive Evaluation (CCE): 20Marks In Sem. Exam: 20Marks End Sem. Exam:60Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes	Bloom's Level	
CO1	Define the basic concepts of business research process	Remember	
CO2	Discuss the various research designs, sampling techniques used under business research methods	Understand	
CO3	Demonstrate various application of research in real time business scenarios	Apply	
CO4	Differentiate various statistical tools used in research and interpret the results effectively	Analyze	
CO5	Develop an effective research report which provides a holistic view for decision making	Create	
COURSE CONTENTS			
This course will help the students understand the importance of research and its application in business world. It helps in analyzing different tools to be used for effective research and ethics to be followed while carrying out research. It forms the base for application of knowledge in Summer Internship projects and its reports.			
Unit I	FOUNDATIONS OF RESEARCH	(03hrs. +2hrs. Practice)	CO1, CO2
Content of Unit I			
Research:- Definition, Why study Business Research? What is good Research? Decision support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research			
Research and the Scientific Method: Characteristics of Scientific method.			
Steps in Research Process			
Concept of Scientific Enquiry: Formulation of Research Problem- Management question- Research question- Investigation question.			
Research Proposal:- Elements of a Research proposal, Drafting a Research Proposal, Evaluating a Research Proposal.(Students are expected to draft and evaluate a real life Research Proposal)			
Unit II	Research Design	(04hrs. +4hrs. Practice)	CO1, CO2,CO3, CO5
Research Design: Concept, Features of a good research design, Use of a good research design			
Qualitative research and Quantitative research approaches.			
Exploratory Research Design: Concept, Types: Qualitative techniques, Depth Interview, Experience Survey, Focus groups, Observation.			
Descriptive Research Design: Concept, Types and Uses. Concept of Cross-sectional and Longitudinal Research.			

Experimental Design: Concept of Cause, Casual relationships, Concept of Independent and Dependent variables, Concomitant variable, extraneous variable, Treatment, Control group.(Elementary conceptual treatment expected.)

Unit III	Measurement and Data	(05hrs. +4hrs. Practice)	CO2, ,CO3, CO4,CO5
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Measurement and Data: Concept of Measurement: What is measured? Problems in measurement in management research- Validity and Reliability. Levels of measurement- Nominal, Ordinal, Interval, Ratio.
 Attitude Scaling Techniques: Concept of Scale- Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales- Ranking Scales- Paired Comparison and Forced Ranking- Concept and Application.
 Types of Data- Secondary Data: Definition, Sources, Characteristics, searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency. Primary Data: Definition, Advantages and disadvantages over secondary data.
 Questionnaire Method: Questionnaire Construction, Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, and constraints.
 Applications of Measurement and data with case studies have to be discussed

Unit IV	Sampling:	(05hrs. +4hrs. Practice)	CO1,CO2,CO3, CO4,CO5
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Basic Concepts: Defining the Universe, Concepts of Statistical population, Sample, Characteristics of a good sample, Sampling frame (Practical approach for determining the sample frame expected.)
 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling and Cluster Sampling.
 Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling and Snowball Sampling methods.
 Differentiate the applications of both methods with practical examples.
 Practical Considerations in Sampling and Sample size.

Unit V	Data Analysis and Report Writing	(05hrs. +4hrs. Practice)	CO1,CO2,CO3, CO4,CO5
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Data Analysis: Editing, Coding, Univariate analysis- Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency- Mean, Median and Mode.
 Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and Stem, Candle Stick, Box plots (Use of MS Excel)
 Bivariate Analysis: Cross tabulations, Use of percentages, Bivariate Correlation Analysis- meaning and types of correlation. Karl Pearson's coefficient of correlation and spearman's rank correlation, Linear Regression Analysis, Chi Square Test. (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for managerial decision inferences to be drawn)
 Test of Significance: Small sample tests: t (mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test.
 (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for managerial decision inferences to be drawn)
 Research Reports: Structure of Research report, Report writing and Presentation.

Text Books

1. Donald Cooper and Pamela Schindler, Business Research Methods , TMGH.
2. Alan Bryman and Emma Bell, Business, Research Methods by Oxford University Press.
3. Sachdeva, Business Research Methods, Himalaya Publication.

Reference Books

1. William G. Zikmund, Barry J. Babin, John C. Carr, Mitch Griffin, Business Research Methods ,Cengage Learning.
2. Allen, Earl R. Babbie,Research Methods for Sociol Work , Cengage.
3. Pervez Ghauri, Dr Kjell Gronhaug, Research Methods in Business Studies: A Practical Guide by FT Prentice Hall
4. C. R. Kothari, Research Methodology, New Age International Publication.

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10. It include Short answer and long answer questions, case study, case let, numerical, article review etc.	10+10 = 20
2	Learni Co Quiz: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10	

List of Practical Assignments		
Sr. No.	List of Practical Assignments	CO Mapped
1	Writing a research proposal	CO2,CO3, CO4, CO5
2	Evaluating a real life research proposal	CO2,CO3, CO4, CO5
3	Formulation of Research Problem	CO2,CO3, CO4, CO5
4	Designing of Exploratory Research for given situation	CO2,CO3, CO4, CO5
5	Designing Descriptive Research for given situation	CO2,CO3, CO4, CO5
6	Designing Experimental Research for given situation	CO2,CO3, CO4, CO5
7	Writing questions for different Attitude Scaling Techniques	CO2,CO3, CO4, CO5
8	Writing literature review for a research based on secondary data	CO2,CO3, CO4, CO5
9	Designing a questionnaire for conducting research on given situation	CO2,CO3, CO4, CO5
10	Designing a questionnaire for conducting research on given situation through various online tools	CO2,CO3, CO4, CO5
11	Applications of Measurement and data with case studies	CO2,CO3, CO4, CO5
12	Case study to detect the population and sample size	CO2,CO3, CO4, CO5

13	Numerical on different Probability Sampling techniques	CO2,CO3, CO4, CO5
14	Numerical on different Non-Probability Sampling techniques	CO2,CO3, CO4, CO5
15	Report on practical considerations in Sampling and Sample size	CO2,CO3, CO4, CO5
16	Numerical on graphical representation of data	CO2,CO3, CO4, CO5
17	Graphical representation of data in MS- Excel	CO2,CO3, CO4, CO5
18	Numerical on Univariate analysis	CO2,CO3, CO4, CO5
19	Numerical on Bivariate analysis	CO2,CO3, CO4, CO5
20	Numerical on test significance based on parametric tests	CO2,CO3, CO4, CO5
21	Numerical on test significance based on non-parametric tests	CO2,CO3, CO4, CO5
22	Problems based on the interpretation of the given data	CO2,CO3, CO4, CO5
23	Numerical based on scenario analysis for managerial decision inferences to be drawn	CO2,CO3, CO4, CO5
24	Writing a Research Report	CO2,CO3, CO4, CO5
25	Presentation of research report	CO2,CO3, CO4, CO5



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F. Y. M.B.A. Pattern 2022 Semester: II MBA22 2 02 : [DCC] Financial Management			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory: 02 hrs./week Practical: 02 hrs./week	02 01	Continuous Comprehensive Evaluation (CCE): 20Marks In Sem. Exam: 20Marks End Sem. Exam:60Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Describe the basic concepts and principles used in financial decision making.		Understanding
CO2	Explain all theoretical concepts thoroughly all over the syllabus.		Understanding
CO3	Perform all the required calculations through relevant numerical problems.		Applying
CO4	Analyze the situation and interpret the result.		Analyzing
CO5	Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm and select the best course of action among several financial options.		Evaluating
COURSE CONTENTS			
Unit I	INTRODUCTION TO FINANCIAL MANAGEMENT	08hrs.	CO1, CO2
Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Scope/Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager Sources of Finance, Introduction to Financial Markets			
Unit II	TOOLS FOR FINANCIAL STATEMENT ANALYSIS AND PLANNING	06hrs. +8hrs. Practice Session	CO1, CO2,CO3,CO4
Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement and Cash Flow Statement. Numerical problems/cases will be asked on the following topics: <ul style="list-style-type: none"> • Common size statements • Comparative statements • Trend analysis • Ratio Analysis (calculation of ratios plus its interpretation) 			
Unit III	WORKING CAPITAL MANAGEMENT	04hrs.+6hrs. Practice Session	CO1,CO2,CO3, CO4,CO5
Meaning of Working Capital, its components and types, Operating Cycle, Factors affecting working capital, , Estimation of working capital requirement. (Total Cost Method and Cash Cost Method) Financing of Working Capital. Numerical Problems/Cases will be asked on the following topics:			

Estimation of working capital requirement (Total Cost Method and Cash Cost Method)			
Unit IV	Capital Structure , Cost of Capital and Leverage	05hrs.+6hrs. Practice Session	CO1,CO2,CO3, CO4,CO5
<p>Meaning and Factors affecting Capital Structure. Capital Structure Theories and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.</p> <p>Numerical Problems/Cases will be asked on the following topics:</p> <ul style="list-style-type: none"> • Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC • Capital Structure theories • Leverages 			
Unit V	CAPITAL BUDGETING - INVESTMENT DECISION	04hrs.+6hrs.. Practice Session	CO1,CO2,CO3, CO4,CO5
<p>Meaning, Definition of Capital Budgeting, Need of Capital Budgeting Decision, Significance of Capital Budgeting Decisions, Time value of money. Investment Criterion - Methods of Appraisal: Traditional techniques and Time Adjusted or, Discounted Techniques.</p> <p>Numerical Problems/Cases will be asked on the following topics:</p> <p>Capital Budgeting evaluation Techniques (ARR, Payback Period, Discounted Payback Period, NPV, PI and IRR), Modified Internal Rate of Return, Terminal Value (TV)</p>			
<p>Note: Weight age of Theory Questions will be 30% and numerical problems will carry 70% marks in the final question paper.</p>			
Text Books			
<p>1. Khan and Jain, Financial Management, TATA McGraw Hill. 2.I.M. Pandey, Financial Management ,Vikas Publication</p>			
Reference Books			
<p>1.Ravi Kishore , Financial Management, Taxmann. 2.Jonathan Berk, Peter DeMarzo and Ashok Thampy, Financial Management, Pearson Publication. 3.Aswath Damodaran, Corporate Finance, Theory and Practice, Wiley Publication</p>			

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10. It include Short answer and long answer questions, case study, case let, numerical, article review etc.	10+10 = 20
2	Learni Co Quiz: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10	

List of Practical Assignments		
Sr. No.	Laboratory Experiments / Assignments	CO Mapped
1	Numerical on Common Size Statements	CO3,CO4,CO5
2	Numerical on Comparative Statements	CO3,CO4,CO5

3	Numerical on Trend Analysis	CO3
4	Numerical on Ratio Analysis from financial Statement	CO3,CO4,CO5
5	Numerical on financial Statement from Ratio Analysis	CO3,CO4,CO5
6	Numerical on Funds Flow Statement	CO3,CO4,CO5
7	Numerical on Funds Flow Statement	CO3,CO4,CO5
8	Numerical on Cash Flow Statement	CO3,CO4,CO5
9	Numerical on Cash Flow Statement	CO3,CO4,CO5
10	Numerical on Operating Cycle	CO3,CO4,CO5
11	Numerical on Estimation of working capital requirement	CO3,CO4,CO5
12	Numerical on Estimation of working capital requirement (Total Cost Method)	CO3,CO4,CO5
13	Numerical on Estimation of working capital requirement (Cash Cost Method)	CO3,CO4,CO5
14	Numerical on best and efficient Financing of Working Capital.	CO3,CO4,CO5
15	Numerical on measurement of Cost of Capital (measurement of Specific Cost)	CO3,CO4,CO5
16	Numerical on measurement of Cost of Capital (WACC)Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt)	CO3,CO4,CO5
17	Numerical on Trading on Equity	CO3,CO4,CO5
18	Numerical on Leverages	CO3,CO4,CO5
19	Numerical on Time value of money	CO3,CO4,CO5
20	Numerical on Time value of money	CO3,CO4,CO5
21	Numerical on Capital Budgeting (ARR)	CO3,CO4,CO5
22	Numerical on Capital Budgeting (Payback Period)	CO3,CO4,CO5
23	Numerical on Capital Budgeting (Discounted Payback Period)	CO3,CO4,CO5
24	Numerical on Capital Budgeting (NPV)	CO3,CO4,CO5
25	Numerical on Capital Budgeting (PI)	CO3,CO4,CO5
26	Numerical on Capital Budgeting (IRR)	CO3,CO4,CO5
27	Numerical on Capital Budgeting (Modified Internal Rate of Return)	CO3,CO4,CO5
28	Numerical on Capital Budgeting (Terminal Value (TV) Method)	CO3,CO4,CO5



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F. Y. M.B.A Pattern 2022 Semester: II MBA 22 2 04 : [DCC] Operations Management			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory :03 hrs./week	03	Continuous Comprehensive Evaluation (CCE): 20Marks In Sem. Exam: 20Marks End Sem. Exam:60Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Define the basic concepts of Operations and Supply chain Management		Remembering
CO2	Discuss the various tools and techniques used in Operations process of Companies		Understanding
CO3	Demonstrate various application of models such as Inventory, Quality control tools and so on in real time business scenario		Analyzing
CO4	Examine the importance of operations and supply chain process in manufacturing , service and various industries		Evaluating
CO5	Develop an effective supply chain model for a business considering the customers and enablers of SCM.		Applying
COURSE CONTENTS			
<p>Operations management is a discipline devoted to improving decision making, within and between organizations, that is related to the development, production, and delivery of goods and services. Operations encompass the bulk of most organizations with the largest portions of assets, working capital and human resources. Whereas supply chain is a network of operations running across an organization, which are needed to design, make, deliver, and service products or services for customers.</p>			
Unit I	UNDERSTANDING OPERATIONS MANAGEMENT	(07hrs.)	CO1
<p>Understanding operations management and strategy, The concept of operations management- The input-process-output model- Operations strategy and contribution: The five performance objectives, The 4Vs and their influence on process management- Process design- Processes and volume/variety dimensions- Manufacturing and service process types, Process layouts, Job design, Process mapping, Transformation from manufacturing to operations and logistics to supply chain management, Importance of forecasting & introduction to methods of forecasting .</p>			
Unit II	PRODUCT AND SERVICE INNOVATION	(08hrs.)	CO1, CO2
<p>Product and service innovation, capacity and demand management</p> <p>Definitions and types of innovation -Innovation as a process, Beyond product and service innovation-The significance of product and process innovation and service innovation - The objectives of capacity management, Medium, and long-term capacity management- Reconciling capacity and demand -Short-and long-term outlooks affecting volume,</p>			
Unit III	IMPORTANCE AND FUNCTIONS OF PRODUCTION PLANNING AND CONTROL	(08hrs.)	CO1,CO3
<p>Importance and Functions of Production Planning and Control: Role and Functions of PPC, Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast. Production Planning: Aggregate production Planning, Alternatives</p>			

for Managing Demand and Supply, Master Production Schedule - Overview of MRP, CRP, DRP , MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops. Introduction to Gantt Charts, PERT / CPM - Network Crashing (Numerical expected for PERT/CPM). Maintenance Management : Importance and types of maintenance , Maintenance Planning - Spare Parts Management , Concept of TPM.

Unit IV	INVENTORY CONTROL & QUALITY METHODOLOGIES	(07hrs.)	CO2,CO4
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Inventory control & Quality methodologies: Inventory control, Understanding the impact of order quantity on inventory turns- The periodic review approach- Cycle safety stocks, EOQ, EOQ based problems. The importance of quality, The gap model and expectation-perception gaps , Total Quality Management (TQM) and quality costs- Six Sigma, Lean- Causes of waste: muda, mura and muri- Involvement of everyone for successful improvement -Lean tools- Lean improvements across different sectors, Quality management, quality tools & TQM

Unit V	SUPPLY CHAIN MANAGEMENT	(10hrs.)	CO1, CO5
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Supply Chain Management : Nature, scope, functions and importance of supply chain management, Domain Applications, SCM, The Breakthrough Article, Supply Chain Management, Views on Supply Chain, Bullwhip Effect in SCM, Collaborative Supply Chain, Inventory Management in Supply Chain, Financial Supply Chain , A New Revolution within the SCM Fold. Generalized Supply Chain Management Model - Key Issues in SCM , Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.-E SCM

Textbooks

1. Evans and Collier, Operations Management.
2. B. Mahadevan, Operations Management Theory and Practice, Pearson.
3. R B Khanna, Production and Operations Management, PHI, New Delhi.

Reference Books

1. Byron J. Finch, Operations Now - Supply Chain Profitability and Performance, McGraw Hill.
2. S N Chary, Production and Operations Management, McGraw Hill.
3. Sunil Chopra, Peter Meindl, D. V. Kalra, Supply Chain Management - Strategy, Planning and Operation, Pearson Education.
4. Donald Bowersox, David Closs, M Bixby Cooper, Supply Chain Logistics Management, Tata McGraw Hill.
5. Janat Shah, Supply Chain Management: Text and Cases

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Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10. It include Short answer and long answer questions, case study, case let, numerical, article review etc.	10+10 = 20
2	Learni Co Quiz: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10	



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F. Y. M.B.A Pattern 2022 Semester: II MBA 22 2 04 : [DCC] Business Ethos and Corporate Governance			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory : 03 hrs./week	03	Continuous Comprehensive Evaluation (CCE): 20Marks In Sem. Exam: 20Marks End Sem. Exam:60Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes	Bloom's Level	
CO1	Explain the key terms in ethics, business ethics and factors affecting business ethics.	Understanding	
CO2	Explain theories and Basic model for business ethics.	Understanding	
CO3	Identify ethical practices in business management	Applying	
CO4	To analyze ethical and corporate governance practices in companies.	Analyzing	
CO5	To evaluate environmental ethical issues and CSR activity as a good citizen	Evaluating	
COURSE CONTENTS: On the completion of this course, students would be able to understand the importance of ethical business behaviour and develop their decision-making skills in ethical dilemmas.			
Unit I	INTRODUCTION OF ETHICS AND BUSINESS ETHICS	(07hrs.)	CO1 , CO2
Introduction of Ethics , Business Ethics, Values and principal, Characteristics, Relevance, Evolution (in short), Importance of Ethics and Business Ethics, Types of Business Ethics, Factors influencing Business Ethics, Categories of Ethics, Understanding the Role of Moral Principles in Business Ethics, Difference between Morality and Ethics, Functions of morality. Values vs Ethics, Ethics vs Ethos, Micro Ethics vs Macro Ethics, Concept of Code of Conduct, Trans-cultural human values, Ethical Leadership example to be discussed in Indian business context.			
Unit II	THEORIES AND BASIC MODEL FOR BUSINESS ETHICS	(07hrs.)	COs Mapped – CO1, CO2
Theories of Business Ethics: Introductory in nature ethical decision making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise with managers, Kohlenberg's Model, Carrol Gilligan's Model. Case studies in context with Indian companies.			
Unit III	ETHICAL PRACTICES IN BUSINESS MANAGEMENT	(09hrs.)	COs Mapped – CO1, CO3
Ethical Practices in Business Management, Application in Marketing, Advertising, Finance-Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HR Management alike Compensation and Work Place Harassment of Employees. Decision-making in a situation of ethical dilemmas, Leadership lessons from Chanakya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, West-East theory, Triguna Theory- OSHA Model.			
Unit IV	Corporate Governance	(07hrs.)	COs Mapped –

			CO2,CO4
Introduction, Concept, and Need for Corporate Governance, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance. Ethics and Corporate Governance			
Unit V	ENVIRONMENTAL ETHICAL ISSUES AND BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	(10hrs.)	COs Mapped - CO1, CO5
Environmental Ethical issues and Business Ethics and Corporate Social Responsibility, Disaster Management Act 2005 : Institutional and Financial Mechanism National Policy on Disaster Management, Role of Government (local, state and national), Non-Government, and Inter-Governmental Agencies ,Issues related with Carbon credit , Corruption and Gender Issues related to ethics, Sexual Harassment and Discrimination, Contemporary ethical issues like scams and frauds, Ethical issues on social media and e-commerce, Case study based on above issues.			
Textbooks			
<ol style="list-style-type: none"> 1. Shailendra Kumar, Alok Kumar Rai ,Business Ethics by Business Ethics: An Indian, Perspective ,Pearson Publication 2. K. Aswathappa, J. Usha Rani, Sunanda Gundavajhala, Business Ethics (Concept, Application, Framework and Cultural Impact) Himalaya Publishing House 3. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House 4. Tushar Agarawal and Nidhi Chandorkar Indian Ethos of Management, Himalaya Publication House. 5. Khandelwal, Indian Ethos and Values for Managers, Himalaya Publishing House 			
Reference Books			
<ol style="list-style-type: none"> 1. T.N. Chhabra ,Business Ethics and CSR. 2. Nandagopal R, Ajith Sankar ,Indian Ethos and Values in Management, Tata McGraw Hill Publishing Co. Ltd. 3. Subhas Sharma, New Mantras in Corporate corridors From Ancient Routes to Global Roots, New Age International Publishers 			

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10. It include Short answer and long answer questions, case study, case let, numerical, article review etc.	10+10 = 20
2	Learni Co Quiz: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10	



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A. Pattern 2022 Semester: II MBA 22 2 06: [DCC] Advanced Marketing			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory : 03 hrs./week	03	Continuous Comprehensive Evaluation (CCE): 20Marks In Sem. Exam: 20Marks End Sem. Exam:60Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Identify the key terms associated with the marketing mix.		Remembering
CO2	Summarize the implications of product and pricing decisions and how they affect the business performance.		Understanding
CO3	Demonstrate the application of decisions related to promotion, sales management and setting of marketing channels.		Applying
CO4	Analyze various functions of a sales organization and also analyze international business environment and its characteristics.		Analyzing
CO5	Compare the learned marketing concepts and strategies with real world marketing offering through cases and business models.		Evaluating
COURSE CONTENTS			
This course will help students to develop understanding of advanced marketing concepts, various prevailing practices in market related to product, pricing and promotional decisions, marketing channels, sales management and international market characteristics; to decipher actual market scenario and make managerial decisions accordingly.			
Unit I	PRODUCT AND PRICING DECISIONS	(09hrs.)	CO1, CO2
Product and Pricing Decisions :			
1.1 Product Decisions: Concept of a product; Classification of products; 1.2 Major product decisions; Product line and product mix; Branding, Packaging and labeling; 1.3 New product development process; Concept and characteristics of Product Life Cycle (PLC); 1.4 Pricing Decisions: Factors affecting price determination; 1.5 Pricing policies and strategies; selecting pricing method; 1.6 Pricing in online selling; Managing price change.			
Unit II	PROMOTION AND MARKETING CHANNELS	(09hrs.)	CO1, CO2, CO3
Promotion and Marketing Channels :			
2.1 Communication Process; Promotion mix – advertising, personal selling, sales promotion; publicity and public relations; 2.2 Determining advertising budget; Copy designing and testing; 2.3 Media selection; Advertising effectiveness; Sales promotion – tools and techniques. 2.4 Meaning and roles of marketing channels; 2.5 Channel functions and flows, Channel Levels; Channel design decisions; 2.6 Introduction to Wholesaling, Retailing, Franchising, Direct marketing and E- Commerce.			
Unit III	SALES MANAGEMENT AND ORGANIZATION	(09hrs.)	CO2, CO3, CO4
3.1 Definition and scope of sales management , sales executive as a coordinator ,			

3.2 Sales planning and control , Steps in Sales Process,			
3.3 Sales organization - it's purpose, setting up a sales organization, types of sales organization,			
3.4 Analyzing sales potential and sales forecasting method and its evaluation ,			
3.5 Negotiation skills, Importance of Ethical Behavior, Ethics in personal selling and sales management.			
Unit IV	INTERNATIONAL MARKETING ASPECTS	(08hrs.)	CO3, CO4, CO5
4.1 Introduction, Entering Foreign Markets–Strategies and Challenges,			
4.2 Role and importance of Multi-national corporations in international business;			
4.3 International Business Environment, International Trade Theories,			
4.4 WTO and Global Liberalization, Foreign Direct Investment,			
Unit V	MARKETING MIX OF MNC	(05hrs.)	CO3, CO5
5.1 Analyzing the marketing mix of a Manufacturing product.			
5.2 Live example of How different marketing mix of a MNC is different than marketing mix of a domestic firm.			
5.3 Live example of Mapping of sales and distribution process of a MNC			
Text Books			
1 .Rajan Saxena, Marketing Management, TMGH.			
2. Dr D B Bharati and Rohan Dahivale, Marketing Management			
Reference Books			
1. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Principles of Marketing ,Pearson.			
2. Ramaswamy and Namakumari, Marketing Management, Macmillan.			
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management ,Pearson			

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10. It include Short answer and long answer questions, case study, case let, numerical, article review etc. 2Case Study: How different marketing mix of a MNC is from marketing mix of a domestic firm. Case Study: Mapping of sales and distribution process of a MNC.	10+10 = 20
2	Learni Co Quiz: Total 5 assignments should be given. One for each unit and 10 marks each. Total marks (10*5) should be converted to 10	



K. Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A. Pattern 2022 Semester: I MBA22 2 07: [DEC] Practical leadership Skills			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory: 02hrs. /week		02	In Sem. Exam:20Marks End Sem. Exam:30Marks
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Identify the skills needed to lead.		Remembering
CO2	Explain the basic concepts of leadership		Understanding
CO3	Analyze modern theories and Leadership styles.		Analyzing
CO4	Evaluate the necessary skills to be a competent leader		Evaluating
COURSE CONTENTS			
Unit I	KNOWING SELF	5hrs..	CO1,CO3
Knowing yourself – Self-awareness and Self-management ,Strengths, Emotional and social intelligence MODELS OF LEADERSHIP 1) Expectancy and the Path-goal theory of leadership. 2) Situational Leadership Theory. 3) Contingency theories of leadership. 4) Exchange theories of leadership. 5) Transformational Leadership Theory			
Unit II	LEADERSHIP AND BODY LANGUAGE	5hrs..	CO2,CO3
Leadership Styles; Leadership Styles in Practice Importance of non-verbal messages for the leader, positive-negative impressions a leader can form with subtle messages perceived by people, guidelines, how not to oversee body language, synchronization of verbal nonverbal messages. This unit involves pictorial demonstrations of different gestures/postures/ signs and their interpretation.			
Unit III	LEADER BY PROFESSION LEADER BY PRACTICE	5hrs..	CO1,CO2,CO3, CO4
This unit differentiates the leaders who occupy leadership roles for power or by accident and those who change the world positively through their practice. The idea of the unit is to emphasize on the importance of action not chance. Activity based Unit What Traits Do These Leaders Display? Leadership Studies: What Traits Do Effective Leaders Exhibit?			
Unit IV	LEADER OF MY CHOICE	5hrs.	CO1,CO2,CO3, CO4
Leadership Strengths, Styles of successful leader. Difference between Leader and Coach, Mentor and Boss. Great Leaders are Great Decision-Makers (Three Qualities to Take the Paralysis out of Decision Analysis), Developing Mindfulness and Choice			
Unit V	DELEGATING AND DECISION MAKING IN LEADERSHIP	5hrs.	CO1,CO2,CO3,C O4
Effective leadership ways- <ul style="list-style-type: none"> • Delegating effectively and motivating people. • Building a high-performance team. 			

<ul style="list-style-type: none"> • Managing interpersonal conflicts. • Decision Making and Biases Moral dilemmas and Ethical leadership
Text Books
<ol style="list-style-type: none"> 1. Leadership: Theory, Application and Skill Development by Robert N. Lussier Paperback ISBN13: 978-11118270765th Edition 2. Leadership: Enhancing Lessons of Experience by Richard L. Hughes Hardback ISBN13: 978-00778624048th Edition
Reference Books
<ol style="list-style-type: none"> 1. Grassroots Leadership and the Arts for Social Change[2017, April)Editors: Susan J. Erenrich and Jon F. Wergin, Editors 2. Management Lessons from the Masters: Believe To Succeed Like Azim Premji by Rajiv Agarwal. 3. How Anil Naik Built L&T's Remarkable Growth Trajectory by R Gopalakrishnan and PallaviMody. 4. My Years With General Motors Alfred P. Sloan, (Diane Pub Co, 1990)

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Thematic Presentation on following topic- <ol style="list-style-type: none"> 1) Models of leadership 2) Leadership and Body Language 3) Leader by profession and leader by practice 4) Ethical leadership 5) Effective leadership 	10 + 10 = 20
2	Case Study on following topics - <ol style="list-style-type: none"> 1) Models of leadership 2) Leadership and Body Language 3) Leader by profession and leader by practice 4) Ethical leadership 5) Effective leadership 	



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A. Pattern 2022 Semester: II MBA22 2 08: [DEC] Current Business Scenario			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory: 02 hrs. /week	02	In Sem. Exam : 20Marks End Sem. Exam: 30Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes	Bloom's Level	
CO1	Explain current affairs of national and International importance	Understanding	
CO2	Examine different economic policy changes affecting business.	Applying	
CO3	Analyze the Initiatives/ schemes of the government for entrepreneurship, startup, innovation	Analyzing	
CO4	Evaluate the impact of different business policy affecting business.	Evaluating	
CO5	Relate current state with professional and personal life accomplishments	Creating	
COURSE CONTENTS			
Course context, Relevance, Practical Significance: This course enables the students to be equipped with the current affairs knowledge with specific focus on business. This is ensured by habituating the students in the business newspaper reading process enabling them to discuss, critically analyze news in an inquisitive manner.			
Practical Significance:			
1.Activities in the course are designed to improve communication and presentation skills of the students			
2. The course ensures induction of the students into reading habits related to business, develops curiosity through current affairs.			
Unit I	INTRODUCTION TO ECONOMIC INDICES	5hrs.	CO1, CO2
Basket of currencies, Exchange rates, Inflation, repo rate, reverse repo rate, Oil price, GDP, Stock market. Foreign Trade Policy: Introduction, Exim Policy (Latest), Regional Trade Agreement: BRICS, SAARC, EU and NAFTA and Special Economic Zones (SEZ).			
Unit II	CURRENT AFFAIRS OF NATIONAL AND INTERNATIONAL IMPORTANCE	5hrs.	CO1,CO3,CO4
Relating to: Business, National, International, Technology, Politics, Sports News analysis; its discussion and presentation on –			
<ul style="list-style-type: none"> Current development in Banking and Finance (digital banking, govt. initiatives, financial inclusion, etc.) 			
Unit III	KNOWLEDGE PRESENTATIONS	5hrs.	CO3,CO4,CO5
Latest topics from Technology, Business and Economics			
Unit IV	CURRENT UPDATES	5hrs.	CO3,CO4,CO5
<ul style="list-style-type: none"> Current development in stock markets Current updates on environment, bio-diversity, climate change and sustainable development Business personalities and leaders Current political scenario 			

<ul style="list-style-type: none"> • Initiatives/ schemes of the government • Policy changes affecting business • Current affairs and Society, Goal setting with action plan 			
Unit V	VARIOUS AUTHORITIES	5hrs.	CO3,CO4,CO5
International Bodies: (ASEAN, G-20,BIMSTEC, etc.)			
Organizations: like, RBI, NABARD, CCI, IBBI, IMF,OECD, ADB, World Bank, etc			
Text Books			
No specific text books are applicable for this subject.			
Reference Books			
1. No specific text book and reference book and journal are applicable for this subject.			
2. Supplementary Reading Material can be collected through newspapers like Economic Times, The Hindu, The Indian Express, Financial Express and Ted talk even by watching news channel.			

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Written Home Assignment based on Case Study : Analyze the current business environments prevailing in India and case study related with ethical and unethical issues related with social, economic, political, environmental and legal.	10+10 =20
2	Group Discussions : Topics related to Management and current business environments affairs and Society.	



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

<p align="center">F. Y. M.B.A Pattern 2022 Semester: II MBA22 2 09 : [SLC] Data Analysis using R</p>			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory: 01 hrs. /week Practical: 02hrs. /week	01 01	In Sem. Exam : 20Marks End Sem. Exam: 30Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes	Bloom's Level	
CO1	Describe the basic concepts of R programming language	Remembering	
CO2	Explain the fundamental concepts associated with programming in R including functions, variables, data types, pipes, and vectors	Understanding	
CO3	Demonstrate uses of various operations in R	Applying	
CO4	Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R.	Analyzing	
CO5	Select the right functions of R for the given analytics task.	Evaluating	
COURSE CONTENTS			
Unit I	INTRODUCTION TO R.	05hrs..	CO1
R environment, Downloading and Installing R, Using command line in R, Help, File operations in R - Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets, text files, R Commands , R Packages, R Functions, R Data types, Operators in R, Conditional statements, loops in R, R-Studio			
Unit II	DATA STRUCTURES	05hrs..	CO1,CO2
Types of Data Structures (vectors, Matrix, Arrays, Factors, Data Frames, List) , Assigning Values Importing Data from Excel. Exporting Data. ,Inbuilt Functions and Flow Control Statements in R			
Unit III	DATA MANIPULATION & VISUALIZATION	05hrs..	CO2,CO3
Advanced methods of handling and manipulating data ,Learn how to plot data using ggplot2, Benefits of writing R scripts, Dplyr Package, Functions of dplyr package. Data Visualization: Bar Plot, Pie Chart, Histogram, Ggplot.			
Unit IV	STATISTICS WITH R	05hrs..	CO3,CO4
Hypothesis, Types of Hypothesis Data Sampling, Z-Test T-TEst, ANNOVA, Linear Regression, Multiple linear regressions model, Representation of regression results, Non Linear Regression			
Unit V	DATA MINING	05hrs..	CO5
Association analysis, Market-based analysis/ rules, Apriori algorithm, Segmentation analysis- types of segmentation, k-means clustering, Bayesian clustering, Principal Component Analysis			
Text Books			
<ol style="list-style-type: none"> R in Action – Robert Kabacoff R for Data Science – Hadley Wickham and Garrett Grolemund R and Data Mining: Examples and Case Studies – Yanchang Zhao 			

4. Data Analytics using R – Seema Acharya, Mc. Graw Hill Publication
Reference Books
1. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
2. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press
3. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
4. Taming the big data tidal wave: finding opportunities in huge data streams with advanced analytics, Bill Franks. Hoboken: John Wiley & Sons.

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	MCQ test based on Unit no. 1 , 2 and 3	10+10 = 20
2	Construction of statistical test based on different numerical problems learnt in the Unit no. 3 , 4 and 5	

List of Laboratory Experiments / Assignments		
Sr. No.	Laboratory Experiments / Assignments	CO Mapped
1	Vector Exercise: Write a R program to create a vector of a specified type and length. Create vector of numeric, complex, logical and character types of length 6	CO2,CO3
2	Write a R program to add two vectors of integers type and length 3	CO2,CO3
3	Write a R program to append value to a given empty vector.	CO2,CO3
4	Write a R program to multiply two vectors of integers type and length 3	CO2,CO3
5	Write a R program to sort a Vector in ascending and descending order	CO2,CO3
6	Write a R program to create a vector using : operator and sequence function	CO2,CO3
7	List Exercise Write a R program to create a list containing strings, numbers, vectors and a logical values.	CO2,CO3
8	Write a R program to list containing a vector, a matrix and a list and give names to the elements in the list.	CO2,CO3
9	Write a R program to merge two given lists into one list	CO2,CO3
10	Write a R program to create a list of data frames and access each of those data frames from the list.	CO2,CO3
11	Write a R program to assign new names "a", "b" and "c" to the elements of	CO2,CO3

	a given list	
12	String Write a R program to convert string to Date and time	CO2,CO3
13	Matrix : Write a R program to create a matrix from a list of given vectors	CO2,CO3
14	Write a R program to create a correlation matrix from a data frame of same data type	CO2,CO3
15	Write a R program to rotate a given matrix 90 degree clockwise rotation.	CO2,CO3
16	Write a R program to concatenate two given matrices of same column but different rows.	CO2,CO3
17	Data Frame : Write a R program to get the structure of a given data frame.	CO2,CO3
18	Write a R program to extract specific column from a data frame using column name.	CO2,CO3
19	Write a R program to drop column(s) by name from a given data frame.	CO2,CO3
20	Write a R program to create a data frame using two given vectors and display the duplicated elements and unique rows of the said data frame.	CO2,CO3
21	CSV Reading the CSV file into Data frames in R	CO2,CO3
22	Excel Exercise import file, export, Convert column etc.	CO3
23	Plot a graph using Data Visualization tools	CO3,CO4
24	R Script for Linear Regression	CO4,CO5



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A			
Pattern 2022 Semester: II			
MBA 22 2 10: [PSI] Desk Research Seminar			
Teaching Scheme:	Credit Scheme:	Examination Scheme:	
Theory :01 hrs./week	01	In Sem. Exam : 20Marks	
Practical : 02hrs./week	01	End Sem. Exam: 30Marks	
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes	Bloom's Level	
CO1	Define and Identify a basket of potential business opportunities in the local, regional or national context.	Understanding	
CO2	Compare the shortlisted business opportunities to select the most suitable / promising opportunity.	Applying	
CO3	Develop a business model around the shortlisted business opportunity.	Analyzing	
CO4	Formulate the organization structure for the proposed start up	Evaluating	
CO5	Evaluate the market potential and estimate the financing requirements	Evaluating	
COURSE CONTENTS			
This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about industries into practical project. During the course, students shall identify and evaluate a new business opportunity.			
Unit I	INDUSTRY ANALYSIS	(05hrs..)	CO2
1.1 Industry analysis – the basics: nature of the industry, players in the industry, nature of competition from an economist's perspective. Market shares of top 3 and bottom 3 players. Possible classification of players into leaders, challengers, followers, nichers. 1.2 Strategies of key players - positioning, differentiation and branding strategies. Pricing policies, cartelization if any and comments thereon. 1.3 Geographical spread of plants/facilities/ capacities (domestics as well as global). 1.4 Demand supply balance in the industry, key factors affecting demand. Key supply side constraints. 1.5 Professional trade bodies of the industry. Business functions carried out online by the key players. Online presence.			
Unit II	PROMOTERS AND MANAGEMENT ETHOS	(05hrs..)	CO2, CO3
2.1 Background of promoter groups of top 3 and bottom 3 players in the industry. 2.2 Management ethos and philosophy. 2.3 Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights. 2.4 Detailed profile of one distinguished top mgt. personnel each from any two players in the Industry. 2.5 CSR policy-last 4 yrs. data, Corporate Governance Initiatives, Initiatives towards social inclusion and amp; environment conservation.			
Unit III	EXTERNAL ENVIRONMENT	(05hrs..)	CO3
3.1 Controlling ministry and / or regulator if any for the Industry 3.2 Regulatory actions against the players for e.g. Action by SEBI Competition 3.3 Commission of India, MTRP Commission, etc. against irregularities, legal violations if any. 3.4 Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players. 3.5 Key National and Global issues affecting the industry.			

3.6 Key initiatives by the Government to promote the industry Financials:			
Unit IV	FINANCIAL POSITION OF INDUSTRY	(05hrs..)	CO5
4.1 Profitability, Revenues, Margins of top 3 and bottom 3 players over the last 3yrs. and trends/changes therein.			
4.2 Sick players if any and their turnaround strategies, if any.			
4.3 Key factors contributing to costs.			
4.4 Ratio analysis of financial data for last 3 years for top 5 and bottom 5 companies			
Unit V	RECENT DEVELOPMENTS	(05hrs..)	CO5
5.1 Impact of key relevant provisions of the latest Fiscal policy on the industry and various players there in.			
5.2 Key Alliances in the past 5 years and their performance and amp; impact on other players in the industry. Mergers and amp; Acquisitions, if any.			
5.3 Technological developments.			
5.4 Labour unrest if any –reasons thereof and impact on the particular player and the industry as a whole. Emerging first-generation entrepreneurs, if any, in the industry.			
5.5 Corporate wars and disputes in the industry, if any.			
As this subject is based on secondary research no such books are available but we will like to suggest few e Resources, Useful websites / Videos, articles and portals.			
E-resources			
1. https://www.researchgate.net/publication/317644668_Industry_Analysis_- the_First_Step_in_Business_Management_Scholarly_Research			
2. Different ministries as per the industries selected			
3. Ministry of Commerce and Industry - https://commerce.gov.in/			
4. Indian MSME Indian Analysis - https://www.ibef.org/industry/msme-presentation			
Useful websites / Video			
1.1. NSE India, .BSE India, .Money Control Screener .Investing.com.Economic TimesMarket.Live, Mint.			
2. Trade Brains Portal.			
3. Articles from Business Newspapers and Magazines, Company Profile-Annual Reports, Other Publications, Company websites, Social media feeds, Interviews of Industrialists etc.			

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Formation of group , selection of industry Preliminary presentation and Progress report submission	10
2	Presentation of Desk search Seminar (Group Activity)	10
3	End Exam is based on Group Presentation and submission of structured detailed report. The evaluation shall be made by a panel of two examiners. One of the examiners shall be the Internal Faculty. The other examiner may be an external faculty.	30

List of Practice Assignments		
Sr. No.	Title	CO

		Mapped
1	Explaining motto of this subject and encouraging students to form a group and work in groups of 5 to 7 each under the guidance of a faculty.	CO2
2	Forming and finalizing the groups and students were asked to visit company websites, Social media feeds, Interviews of Industrialists	CO2
3	Students will encourage to read articles from Business Newspapers and Magazines, Company Profile-Annual Reports, Other Publications, shall study various aspects of any one industry (group of similar business entities) of their choice.	CO2, CO3
4	Industry Analysis information [based on Unit 1]	CO2, CO3
5	Information based on market shares of top 3 and bottom 3 players. Possible classification of players into leaders, challengers, followers, nichers. Strategies of key player	CO2, CO3
6	Information based on professional trade bodies of the industry	CO2, CO3
7	Promoters and Management Ethos Information[based on Unit 2]	CO2, CO3
8	Information based on background of promoter groups of top 3 and bottom 3 players in the industry.	CO2, CO3
9	Information based on management ethos and philosophy of particular industry	CO2, CO3
10	Information based on brief profiles of CMDs, CEOs, and key top management personnel with their career highlights.	CO2, CO3
11	External Environmental issues [based on Unit 3]	CO2, CO3
12	Information based on regulatory policies at the state, national and global level and their impact of top 3 players	CO2, CO3
13	Information based on initiatives by the Government for the particular sector	CO2, CO3
14	Information based on any subsidy, innovation like E-bike etc.	CO2, CO3
15	External Environment issues like political, environmental like pandemic and technology related changes like AI, etc.	CO2, CO3
16	Information based on financial position of industry[based on Unit 4]	CO2, CO3
17	Financial position of industry, sick players	CO2, CO3
18	Information based on recent development [based on Unit 5]	CO2, CO3
19	Information based on relevant provisions of industry, technological developments and labour unrest and various other issues.	CO2, CO3
20	Submission of structured detailed report for checking by group of students.	CO5
21	Submission of presentation (PPT) for checking by group of students.	CO5
22	Corrections in the structured detailed report by group of students	CO5
23	Corrections in the presentation (PPT) by group of students.	CO5
24	Final submission of structured detailed report and presentation by group of students	CO6



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A Pattern 2022 Semester: II MBA 22 2 11: [LHSM] Event Management			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory: 01 hrs. /week Practical: 02hrs. /week		01 01	In Sem. Exam : 20Marks End Sem. Exam: 30Marks
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Define the scope of the events industry.		Understanding
CO2	Apply the skills to design, plan, create, implement, manage, and market events.		Applying
CO3	Analyze the practical ground requirements of Event Management.		Analyzing
CO4	To document their key learning made and shall submit the same in the form of a report for all the Events they have participated.		Evaluating
CO5	Design the events in a sustainable manner and evaluate event outcomes.		Creating
COURSE CONTENTS			
<p>It is in this light that event management has become one of the most strongly emerging careers in India today. Event management is considered to be a fascinating and thrilling profession that requires a lot of toil and energy. Industry experts see enormous job opportunities in this field</p> <p>Practical Significance: It facilitates one to learn and know the Events and Entertainment Industry at an early stage of one's career. It ensures a robust foundation for an aspiring manager of the future generation.</p>			
Unit I	INTRODUCTION TO EVENT MANAGEMENT	05hrs..	CO1, CO2
Introduction to Event Management – 1.1 Defining and Understanding the Events, Need and Framework of Events, Size and Scope of Events Market, Requirement of Event Manager 1.2. Event Objective, 1.3.Initial Planning, Visualization, Monitoring the Budget, Function sheets, 1.4.Communication, Presentation and PR skills for Events			
Unit II	EVENT PLANNING	05hrs..	CO1, CO2
2.1.Common Planning for most of the Events, Financial Goals - ROI, 2.2.Venue Selection and Planning logistics 2.3.Event Hospitality and Catering, 2.4.Event Crises management, 2.5.Event Coordination, Event Team and Crew Management-Organizing and staffing an event, training programs, scheduling and assignments, motivation, recognition and retention , 2.6. Legal Aspects of Event Management- the requirements for necessary contracts, permits, and licenses, and how to meet these requirements			
Unit III	EVENT SPONSORSHIP AND BUDGETING	05hrs..	CO1, CO2,CO3,CO4
3.1. Making of a cost statement and profit calculations, managing cash flows, calculating break even points and target income, cost-volume-profit analysis, BEP analysis as applied to			

event management and tactical decisions
3.2. Allocating costs to an event, cost control, event based costing, preparing the budget, developing system to track expenses, list of expense categories, bifurcating actual expenses, monitoring expenses

Unit IV	MARKETING OF EVENTS	05hrs..	CO1, CO2,CO3,CO4
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4.1 Understanding marketing of events, Events as marketing strategies, Event Marketing, Need and Strategy for Event Marketing
4.2 Focus on e-event marketing
4.3 Aspects of festival and entertainment events marketing, Corporate event marketing, Social event marketing, future trends in event marketing

Unit V	SUCCESSFUL EVENT MANAGEMENT	05hrs..	CO2,CO3,CO4, CO5
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5.1 Tips for organizing a successful event like Board meeting, Corporate Events, Exhibition, Convocation ceremony, birthday party and wedding planning
5.2 Issues related with above mentioned events
5.3 Creativity and new ways to attract the clients for Successful Event Management

Text Books

- 1.Swarup K. Goyal, Event Management -Adhyayan Publisher
- 2.Savita Mohan,Event Management and Public Relations -Enkay Publishing House.
- 3.Anton Shone, Bryn Parry, Successful Event Management -A Practical Handbook.,

Reference Books

- 1.Devesh Kishore and Ganga Sagar Singh, Event Management : A blooming industry and an eventful career. Haranand Publication,
- 2.Leelamma Devasiaand V.V. Devasia, The Art of Successful Event Management, APH Publishing Corporation.
- 3.Start your own event planning business 3/E: Your step by step guide to success, Perseus Books Group, Cheryl Kimball, Entrepreneur Press

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course

Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Preparing cost statement and profit calculation for given task for group of students say 10 students each in a group(Group Activity)	10
2	Arranging actual event for a given task – A group activity assigned to them	10

List of Laboratory Experiments / Assignments

Sr. No.	Laboratory Experiments / Assignments	CO Mapped
1	Observe any recent Corporate Event and discussion on it.	CO1, CO2
2	Observe any recent Social Event and discussion on it.	CO1, CO2
3	Practice session on Initial Planning for Social Event	CO1, CO2
4	Practice session on Initial Planning for Corporate Event	CO1, CO2, CO3
5	Draft Visualization of event	CO1, CO2, CO3

6	Monitoring the Budget-. Allocating costs to an event	CO1, CO2, CO3
7	Create Function sheets	CO1, CO2, CO3
8	Sample Client Agreement	CO2, CO3
9	Sample Catering Menus	CO2, CO3
10	Asking for Quotations from different suppliers- comparative analysis	CO2, CO3
11	Market study for the similar event. (6)	CO2, CO3
12	SWOT analysis of Event	CO2, CO3
13	Crisis Planing Prevention and Provision	CO2, CO3
14	Marketing of events- Flyer design,	CO3, CO4, CO5
15	E marketing and social marketing for event	CO3, CO4, CO5
16	Sample Event Evaluations	CO3, CO4, CO5
17	Opportunities for sponsorship /funding	CO3, CO4, CO5
18	Strategy for Event Marketing	CO3, CO4, CO5
19	How to Develop Scenarios for Future Event Marketing Programs	CO3, CO4, CO5
20	Special Events - MICE (meeting, incentive, convention, and exhibition) events and Corporate Events	CO4, CO5,
21	Special Events –Birthday Parties, Wedding Planning	CO4, CO5,
22	Evaluation of Event – Cost of Event, ROI	CO4, CO5,
23	Feedback analysis	CO4, CO5,
24	Action taken for corrective steps	CO4, CO5,



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2022-23)

F. Y. M.B.A Pattern 2022 Semester: II MBA22 2 12: [SLC] Business Communication - II			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory: 01 hrs. /week Practical: 02hrs. /week		01 01	In Sem. Exam : 20Marks End Sem. Exam: 30Marks
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Remember the elements of efficient and effective communication.		Remembering
CO2	Discuss the importance and structure of written communication		Understanding
CO3	Apply the rules of good and effective written communication.		Applying
CO4	Differentiate between various business communications		Analyzing
CO5	Compose reports, memos, e-mails and notices.		Creating
CO6	Remember the elements of efficient and effective communication.		Remembering
COURSE CONTENTS			
Unit I	INTRODUCTION TO WRITTEN COMMUNICATION	05hrs..	CO2, CO3
Introduction to written communication, written communication in business – its concept, Advantages of written communication, Disadvantages of written communication, Types of written communication, Importance of business communication, phases in communication cycle, barriers to effective communication.			
Unit II	BASICS OF WRITTEN COMMUNICATION	05hrs..	CO1, CO2
Writing style and Tone for Business Punctuation, Grammar and Spelling, Why are grammar and spelling (still) important, especially in business communication; How can punctuation change meaning; Rules of good written communication, adaptation, selection of words; Developing logical paragraphs, overtone, Drafting, editing and finalization of business communication letter.			
Unit III	COMPREHENSION AND SUMMARIZATION	05hrs..	CO2, CO3, CO4
Comprehension of passage and art of summarization, strategy to solve comprehension, How to summarize written communication; Meetings, Agenda and Minutes of the Meeting (MoM); Application letter, Resumes, CVs, Offer letter, Job description, Resignation letter.			
Unit IV	BUSINESS COMMUNICATIONS	05hrs..	CO4, CO5
Business communication: meaning and importance, characteristics of good business communication (7C's); positive, negative and persuasive message; Types of Business communication; Business reports: meaning and types; structure and format of business report; writing effective business report; writing memos, circulars and letters; Letter of appreciation, letter of warning, Show cause notice.			
Unit V	E-CORRESPONDENCE AND EXTERNAL COMMUNICATION	05hrs..	CO5, CO6
Meaning and concept of E-Correspondence; features of e-mail and e-mail accounts, e-mail Etiquettes, advantages and disadvantages of e-mail, common errors, external communication: notice, tender bid, auction, Writing business proposal and press release.			
Text Books			

1. Munter, Mary. Guide to Managerial Communication: Effective Business Writing and Speaking. Prentice Hall, 2002. ISBN:0130462162.

2. Herta Murphy and Herbert Hildebrandt and Jane Thomas, Effective Business Communication, TMH

Reference Books

1. Kaul Asha, Effective Business Communication, Prentice Hall of India, 2005, 81-203-1709-2 Bottom of Form. TaylerShinley, Communication for Business, Pearson Education.

Guidelines for Continuous Comprehensive Evaluation (CCE) of Theory Course		
Sr. No.	Components for Continuous Comprehensive Evaluation (CCE)	Marks Allotted
1	Thematic Presentation : (Group Activity) Thematic Presentation activity related to business communication letter. Thematic Presentation activity related to writing agenda and minutes of meeting Thematic Presentation activity related to Letter of appreciation etc.	10+10 =20
2	(Group Activity) Writing business proposal based on different business scenario	

List of Laboratory Experiments / Assignments		
Sr. No.	Laboratory Experiments / Assignments	CO Mapped
1	Basics of Written Communication Activity 1	CO1, CO2
2	Basics of Written Communication Activity 2	CO1, CO2
3	Basics of Written Communication Activity 3	CO1, CO2
4	Grammar and Punctuation Activity 1	CO1, CO2, CO3
5	Grammar and Punctuation Activity 2	CO1, CO2, CO3
6	Writing Business Letter Activity 1	CO1, CO2, CO3
7	Writing Business Letter Activity 2	CO1, CO2, CO3
8	Comprehension & Summarization Activity 1 (Basics)	CO2, CO3
9	Comprehension & Summarization Activity 2 (Meetings & Agenda)	CO2, CO3
10	Comprehension & Summarization Activity 3 (MoM)	CO2, CO3
11	Job Correspondence Communication Activity 1	CO2, CO3
12	Job Correspondence Communication Activity 1	CO2, CO3
13	Job Correspondence Communication Activity 1	CO2, CO3
14	Business Communication Activity 1 (Report)	CO3, CO4, CO5
15	Business Communication Activity 2 (Circular)	CO3, CO4, CO5
16	Business Communication Activity 3 (Memo)	CO3, CO4,

		CO5
17	Business Communication Activity 4 (Letters-A)	CO3, CO4, CO5
18	Business Communication Activity 5 (Letters-B)	CO3, CO4, CO5
19	Business Communication Activity 3 (Show cause notice)	CO3, CO4, CO5
20	E-Correspondence Activity 1	CO4, CO5, CO6
21	E-Correspondence Activity 2	CO4, CO5, CO6
22	External Communication Activity 1 (Notice)	CO4, CO5, CO6
23	External Communication Activity 2 (Tender bid, Auction)	CO4, CO5, CO6
24	External Communication Activity 3 (Business proposal, Press release)	CO4, CO5, CO6
