



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

F. Y. M.B.A. Pattern 2024 Semester: I 2410501: [DCC]Principles of Management		
Teaching Scheme:	Credit Scheme:	Examination Scheme:
Theory :03 hrs./week	03	Continuous Assessment: 20Marks In Sem. Exam: 20 Marks End Sem. Exam:60 Marks
Prerequisite: NA. Students need to attend and complete the 5hrs. Pre-learning course before the commencement of actual teaching of the course. Pre-course Learning: (5Hrs.) <ul style="list-style-type: none">➤ Management, Vision, Mission, Objectives➤ Policy, Procedures, Methods, Rules➤ Responsibility, Authority, Feedback➤ Centralization, Decentralization.➤ Problem Solving, Decision Making, etc.		
Course Objectives: <ol style="list-style-type: none">1. To introduce the fundamental concepts, core functions of management and its approaches.2. To explain traditional and modern management theories and frameworks that influence organizational decision-making.3. To apply management principles to solve real-world business problems4. To compare and contrast various management styles and approaches and their effects on organizational outcomes.5. To assess the effectiveness of various organizational designs and structures in achieving business objectives.		
Course Outcomes: On completion of the course, students will be able to–		
	Course Outcomes	Bloom’s Level
CO1	Describe Key Management Functions and its approaches	Remembering
CO2	Use management theories and tools to analyze business situations and propose effective solutions	Understanding
CO3	Demonstrate management principles to solve real-world business problems.	Applying
CO4	Analyze different management styles and approaches and their effectiveness in achieving organizational goals.	Analyzing
CO5	Evaluate how different organizational structures affect communication, control, and decision-making within a company.	Evaluating:
COURSE CONTENTS		
Unit I	INTRODUCTION TO MANAGEMENT	(06hrs.)
Nature, Function, Definition, Importance of Management, Scope of Management. “Is management a science or art”, Management Functions and skills: Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments), Approaches to Management, Managerial Competencies.		
Unit II	PLANNING AND ORGANIZING	(09 hrs.)
Planning: Concept, Nature, Importance, Types, Strategic and Operational Plans (Policy, Procedures Methods, Rules, Budget, Mission, Objectives), Process of Planning, Barriers to effective planning, Making Planning effective, Planning Premises -Concept and types.		



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Organizing: Concept, Principles and Types of organization structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Accountability, Authority, Basics of delegation of responsibility and authority. Centralization and decentralization of authority.

Unit III	DECISION MAKING	(09 hrs.)
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Decision Making: Concept, Types, Approaches to Decision Making, Decision-Making Process Identifying a Problem, Decision Criteria, Developing Alternatives ,Implementing the Alternative., Managing Change: why people resist change, Attitude change strategies.

Unit IV	DIRECTION	(07 hrs.)
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Concept of Direction, Definition, Motivation -motivation theories, motivational techniques, Job satisfaction, Job enrichment, Leadership: types and theories of leadership. Directing in Management, Directing Process, Effective supervision and Direction Coordination: Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination

Unit V	CONTROLLING	(09 hrs.)
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Control , Planning and Control relationship, Types of control :(a) Feed forward control ,(b)Concurrent Control ,(c) Feedback Control), Process of Control, Problems of Control Process, Requirements of Effective control, Managerial Decisions in Controlling, Discussion on success story with students.

TextBooks

1. Robbins, S.P. and Decenzo D.A, Fundamentals of management, Pearson Education Asia, New Delhi.
2. Koontz and Wehrich, Management, McGraw Hill
3. SatyaRaju, Management - Text and Cases, , PHI Learning, 2010, New Delhi.

ReferenceBooks

1. Robbins and Coulter, Management, Prentice Hall India, New Delhi.
2. Richard L, Daft, Management, Thomson South-Western
3. Robert N. Lussier, Management Fundamentals: Concepts, Applications, and Skill Development, Springfield College, USA

Guidelines for Continuous Assessment of Theory Course

Sr. No.	Components for Continuous Assessment	Marks
1	5 assignments should be given 20 marks each. Total marks 100 (20Marks *5Assignments) will be converted to 20	20

F. Y. M.B.A.
Pattern 2024 Semester: I



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2410502: [DCC] Marketing Management			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20 Marks In Sem.Exam : 20 Marks End Sem. Exam: 60 Marks
Prerequisite: NA Students need to attend and complete the 5hrs. Pre-learning course before the commencement of actual teaching of the course.			
Pre-course Learning: What is marketing & Marketing as a branch of Management. <ul style="list-style-type: none">➤ Various component of marketing.➤ Current business scenario and applicability of marketing components.➤ Market, Consumer and Organization.➤ Product Vs Service. Basics of digital marketing..			
Course Objectives: <ol style="list-style-type: none">1. To acquaint with fundamental concepts and terminology of marketing.2. To develop conceptual understanding about customer orientation and management.3. To enable students to develop and implement effective marketing strategies by balancing the 4Ps.4. To Illustrate key marketing strategies, such as segmentation, targeting, positioning, and branding in practical contexts.5. To introduce students to digital marketing tools and techniques.			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes	Bloom’s Level	
CO1	Define key marketing concepts and terminology of marketing	Remembering	
CO2	Interpreting the needs of customers and methods to satisfy those needs.	Understanding	
CO3	Apply the 4Ps framework to develop marketing strategies for various products or services in different market conditions.	Applying	
CO4	Analyze the effectiveness of different marketing strategies and tactics in various business contexts.	Analyzing	
CO5	Assess the success of marketing campaigns and digital marketing efforts.	Evaluating	
COURSE CONTENTS			
Unit I	INTRODUCTION TO MARKETING	(09hrs.)	
Evolution of marketing in India from ancient times to the present day., Definition, Characteristics, Concept and Nature of Marketing- Scope of Marketing, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market, Competition, Key customer markets, Brick and Click Model, Functions of Marketing Manager, Holistic Marketing Orientation, Selling versus marketing, Marketing 1.0 to Marketing 6.0, Concept of Marketing Myopia.			
Unit II	CUSTOMER ORIENTED MARKETING	(07hrs.)	
Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem			



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Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, euro marketing, Omni channel Consumer Behavior, Behavioral Economics.

Unit III	MARKETING MIX	(08hrs.)
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Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. Digital Marketing Mix, Connected Marketing Mix -four C's.

Unit IV	SEGMENTATION,TARGET MARKETING & POSITIONING	(09hrs.)
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Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioral bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment, Niche, Local, Mass, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester's Social Technographics segmentation.

Unit V	DIGITAL MARKETING	(07hrs.)
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Basics of Digital Marketing, How People buy Online, Adoption process- Awareness to Advocacy -Aware, Appeal, Ask, Act, Advocate (5As) and The O Zone (O3) Own, Outer and Other influence, Show rooming and Web rooming, Consumerisation, Digital Natives, informed Vs Distracted customers, Integrating Traditional Marketing, digital Marketing and Sustainable Marketing, Digital Transformation in Marketing: AI, big data, and machine learning transforming marketing strategies, Customer Experience (CX), Sustainable Marketing.

Text Books

1. Tapan K Panda, Marketing Management- Text and Cases, Excel Books.
2. Seema Gupta, Fundamentals of Digital marketing, Pearson.
3. Rajan Saxena, Marketing Management, TMGH

Reference Books

1. Ramaswamy and Namakumari, Marketing Management, Macmillan.
2. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Principles of Marketing, Pearson.

Guidelines for Continuous Assessment of Theory Course

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1	5 assignments should be given 20 marks each. Total marks 100 (20Marks *5Assignments) will be converted to 20	20



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F. Y. M.B.A. Pattern 2024 Semester: I 2410503:[DCC] Accounting for Managers			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20 Marks In Sem.Exam : 20 Marks EndSem. Exam: 60 Marks
Prerequisite: NA Students need to attend and complete the 5hrs. Pre-learning course before the commencement of actual teaching of the course. Pre-course Learning: (5Hrs.) <ul style="list-style-type: none">➤ Forms of Business organization➤ Basic concepts and terms used in business accounting.➤ Book-keeping system and types of accounts and its rule➤ Users of accounting information.➤ Accounting Process and Accounting equations➤ Depreciation - Methods (Straight Line and Diminishing Balance methods only)➤ Books of Accounts: Journal, Ledger, Trial Balance			
Course Objectives: <ul style="list-style-type: none">1. To acquaint students with basic concepts related to accounting, financial statements, cost accounting, marginal costing, budgetary control and standard costing.2. To analyze the situation and perform all the necessary calculations through the relevant numerical problems.3. To evaluate the financial impact of the decision.			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Describe the Fundamental Accounting concepts		Understanding
CO2	Apply Accounting Data to analyze and interpret Financial Statements		Applying
CO3	Perform all the necessary calculations through the relevant numerical problems.		Applying
CO4	Analyze the situation and decide the key financial as well as non-financial elements involved in the situation.		Analyzing
CO5	Evaluate the financial impact of the decision and determine a reasonable course of action for a given management decision.		Evaluating
COURSE CONTENTS			
Unit I	INTRODUCTION TO ACCOUNTING	06hrs.	
Types of Accounting, Difference between Financial, Cost and Management Accounting, Accounting Principle: Accounting Concepts and Conventions, Capital and Revenue transactions - Capital and Revenue Expenditures, Capital and Revenue Receipts. Books of Accounts: Journal, Ledger			
Unit II	FINAL ACCOUNT	09hrs.	
Final Accounts of a Profit making concern (for sole proprietorship concern only) (i) Accounting treatment of bad debts, reserve for bad and doubtful debts, provision for discount on Debtors and provision for discount on creditors. (ii) Preparation of Trading Account, Profit & Loss Account and Balance Sheet.			



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(b) Final Account of a Not-for- Profit making concern (Theory Only)			
(i) Preparation of Receipts and Payments Account			
(ii) Preparation of Income and Expenditure Account			
Unit III	COST ACCOUNTING AND COST CONTROL	08hrs.	
Cost Unit, Cost Centre and Cost Object. Classification of costs, Cost allocation, Cost Apportionment, Cost Absorption, Preparation of Simple Cost sheet. Material cost control: Inventory control techniques, Fixation of various levels, Economic Order Quantity, Pricing of issues, Labor cost control: Time keeping and Time booking, Overhead: Steps for distribution of Overhead, Classifications of overhead, Allocation and Apportionment of overheads.			
Numerical based on allocation and apportionment of Overheads. Preparation of Cost Sheet.			
Unit IV	DECISION MAKING TOOLS	09hrs.	
Marginal Costing: Marginal Cost and marginal costing, Contribution, P/V ratio, Break-even point, Cost Volume Profit Analysis, Practical application of Marginal Costing: Optimizing product mix, Pricing decisions, Make or buy decisions etc. Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget.			
Numerical based on BEP, CVP, P/V ratio and practical application of marginal costing.			
Unit V	FUNCTIONAL BUDGETS	08hrs.	
Standard Costing: Meaning, Importance, Advantages and Disadvantages, Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances: Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance.			
Numerical based on Material variances			
Note: Weight age of Theory Questions will be 30% and numerical problems will carry 70% marks in the final question paper.			
Text Books			
<ol style="list-style-type: none"> 1. S. N. Maheshwari, Accounting For Management, 2. Mr. Khan and Mr. Jain, Management Accounting , Tata McGraw Hill. 			
Reference Books			
<ol style="list-style-type: none"> 1. P Periasamy, Financial Cost and Management Accounting - 2. M N Arora , Fundamentals of Management Accounting –Cost and Management 3. Mr. Anthony Atkinson, Robert Kaplan , Management Accounting , Pearson 4. Hongren Charles, Introduction to Management Accounting, Pearson 			

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1	5 assignments should be given 20 marks each. Total marks 100 (20Marks *5Assignments) will be converted to 20	20



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F. Y. M.B.A. Pattern 2024 Semester: I 2410504: [DCC] Organizational Behavior and Development		
Teaching Scheme:	Credit Scheme:	Examination Scheme:
Theory :03 hrs./week	03	Continuous Assessment: 20Marks In Sem.Exam : 20Marks End Sem. Exam: 60Marks
Prerequisite: NA Students need to attend and complete the 5hrs. Pre-learning course before the commencement of actual teaching of the course.. Pre-course Learning: (5Hrs.): It covers following concepts: <ul style="list-style-type: none">➤ Organizational culture➤ Basic of Personality, Values, Attitudes➤ Emotions, Motivation, Group Behaviour➤ Leadership , Power,Conflict➤ Negotiations, Stress, Change Management, Emotional Intelligence		
Course Objectives: <ol style="list-style-type: none">1. To introduce fundamental concepts in organizational behavior,2. To provide an understanding of personality, factors influencing perception, Values, attitude, emotions and motivational theories.3. To enable how individual and group behavior influences Organizational Performance4. To develop Problem-Solving and Decision-Making Skills5. To explore Organizational Development (OD) Theories.		
Course Outcomes: On completion of the course, students will be able to–		
	Course Outcomes	Bloom’s Level
CO1	Explain key Organizational Behavior concepts.	Remembering
CO2	Describe Personality, factors influencing perception, Values, attitude, emotions and motivational theories.	Understanding
CO3	Analyze impacts of individual, group, and organizational behavior on Organizational Performance..	Applying
CO4	Apply OB theories to address challenges in leadership, teamwork, conflict resolution, and organizational culture in a practical business context..	Analyzing
CO5	Design effective organizational development strategies to promote positive change and performance improvement.	Evaluating
COURSE CONTENTS		
Unit I	ORGANIZATIONAL BEHAVIOR	(08hrs.)
Definition, need and importance of organizational behavior (O.B.): Nature and scope, Frame work of OB models. Relationship between management and organizational behavior; organizational culture and Climate.		
Unit II	PERSONALITY	(09hrs.)
Introduction , Personality: Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making		



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Judgment about Other. Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization, Relevant case studies on motivation			
Unit III	GROUP BEHAVIOUR	(07hrs.)	
Organization structure and formation of groups in organizations Influence of Group dynamics. Emergence of informal leaders and working norms, Group decision making techniques. Team building, Interpersonal relations, Management process - Authority and organizational control			
Unit IV	LEADERSHIP AND ORGANISATIONAL CONFLICT	(06 hrs.)	
Leadership: Meaning, Importance , Leadership styles, Theories , Leaders Vs Managers, Dynamics and management. Leadership principles from Indian epics & Scriptures(Ramayana &Mahabharata) Conflict: Meaning, Sources and Patterns, levels and types of conflict; Traditional and modern approaches to conflict; Functional conflicts; Resolution of conflict. Changes and development after resolution in Organizational development, Balancing Work life.			
Unit V	ORGANIZATIONAL DEVELOPMENT	(10hrs.)	
Organizations: Basics of an organizational design, Components and Types of Organization. Organization stakeholders, Organizations and environmental influences, Organizational strategy and Management process - Authority and Organizational control. Mechanisms-Managing organizational culture, Technology and organizational design. OD Concept; Need for change, resistance to change; Theories of planned change; organization change and stress management, Organizational diagnosis.			
Text Books			
1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education. 2. Uday Pareek, Understanding Organisational Behaviour, Oxford Higher Education. 3. K. Ashwathappa, Organizational Behaviour, Himalaya Publishing House.			
Reference Books			
1. Fred Luthans, Organisational Behavior, McGraw Hill. 2. Schermerhorn, Hunt, and Osborn, Organisational Behavior, John Wiley. 3. Mc Shane andcamp; Von Glinov, OrganisationalBehaviour, Tata McGraw Hill. 4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning			

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F. Y. M.B.A. Pattern 2024Semester: I 2410505: [DCC] Business Economics			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20Marks In Sem. Exam : 20 Marks End Sem. Exam: 60 Marks
Prerequisite: NA Students need to attend and complete the 5hrs. Pre-learning course before the commencement of actual teaching of the course. Pre-course Learning: (5Hrs.) <ul style="list-style-type: none">➤ Economics and its Streams- Macroeconomics, Microeconomics,➤ Five fundamental economic concepts - Supply and demand, Scarcity, Opportunity Cost, Time value of money, Purchasing power,➤ Basic Central Problems of an Economy- What to produce? How to produce? To whom we need to produce?➤ Nature of Economics, Economic System,➤ Managerial Economics, Its relation to Other Areas of Management			
Course Objectives: <ol style="list-style-type: none">1. To discuss basic key terms in economics, from a Business perspective.2. To introduce the fundamental laws of demand and supply and factors that influences them.3. To apply Production and Cost Theories to Business Scenarios4. To analyze market behavior under different structures.5. To evaluate the impact and interrelationships among macroeconomic variables			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Describe the key terms in economics, from a Business perspective.		Understanding
CO2	Apply Demand and Supply Models to Business Scenarios		Applying
CO3	Apply production and cost theories to real-world business scenarios.		Applying
CO4	Analyze the behavior of firms and consumers under different market structures.		Analyzing
CO5	Evaluate the interrelationships among macroeconomic variables and its impact on economic performance.		Evaluating
COURSE CONTENTS			
Unit I	INTRODUCTION TO BUSINESS ECONOMICS	(08hrs.)	
Business Economics: Meaning and Definition, Nature, Importance of Economics and Scope of Business Economics. Circular flow of economic activity, Economic Principles Relevant to Managerial Decisions. Relationship of Managerial Economics with Decision Science. Central Problems of an Economy.Macro and Micro Economy.			
Unit II	DEMAND AND SUPPLY ANALYSIS	(08hrs.)	
Demand analysis: Meaning, Functions. Determinants of demand-Law of Demand, Demand Estimation and Forecasting, Forecasting techniques, Survey Methods, Statistical Methods, Qualitative Methods(Numerical are Expected).Applications of demand in analysis, Elasticity of Demand: Types, Measures and Role in Business Decisions.			



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Supply Analysis: Determinants of supply- Elasticity of Supply, Measures and Significance - Derivations of market demand, Demand and Supply equilibrium, Giffen Paradox.			
Unit III	PRODUCTION FUNCTION AND COST ANALYSIS	(08hrs.)	
<p>Factors of production, Production function, Cobb-Douglas production function, The law of diminishing returns, Law of returns to scale, Iso-quant curve , Expansion path.</p> <p>Cost of determinants, Types of cost, Short run cost output relationship , Cost output relationship in the long run , Economies of scale / diseconomies of scale, Factors causing economies of scale, Break-Even Analysis</p> <p>Revenue Analysis: Types of Revenue Curves and their applications.</p>			
Unit IV	MARKET STRUCTURE	(08hrs.)	
<p>Perfect Competition; Assumptions, Price and Output determination in Perfect Competition in Short and Long run.</p> <p>Imperfect Competition: Monopoly-Features; Price and Output decisions; Price Discrimination.</p> <p>Monopolistic Competition: Features; Price and Output decisions; Short and Long run Equilibrium.</p> <p>Oligopoly: Features; Cartels and Collusions (introductory); Kinked Demand curve</p>			
Unit V	MACRO ECONOMICS	(08hrs.)	
<p>Objectives of Economic policies, National income concepts, Approaches to calculate national income, Factors determining national income, Difficulties in measuring national income, Circular Flow of Income in 2 Sector and 4 Sector mode, Economic indicators, Key economic indicators of India. Fiscal and Monetary Policies.</p> <p>Business cycle, Characteristic features of business cycle, Various phases of a business cycle, Theories on business cycle.</p>			
Text Books			
<ol style="list-style-type: none"> 1. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012. 2. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt. Ltd, 2012. 			
Reference Books			
<ol style="list-style-type: none"> 1. P.L. Mehta, Sultan Chand Sons, Managerial Economics - Analysis, Problems and Cases, New Delhi. 2. Varshney and Maheshwari, Managerial Economics, Sultan Chand and Sons, New Delhi. 3. H L Ahuja, S Chand and Co , Managerial Economics, New Delhi 			

Guidelines for Continuous Assessment of Theory Course		
Sr. No.	Components for Continuous Assessment	Marks Allotted
1	5 assignments should be given 20 marks each. Total marks 100 (20Marks *5Assignments) will be converted to 20	20



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F. Y. M.B.A. Pattern 2024 Semester: I 2410506:[DCC] Decision Science			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20Marks In Sem. Exam: 20Marks End Sem. Exam: 60Marks
Prerequisites for the Course: Students should know the basic research methodology and different management concepts.			
Course Objectives: 1. To introduce foundational concepts in decision science used in business environment. 2. To apply various decision-making tools, quantitative techniques in managerial settings. 3. To analyze the various facets of a business problem to develop problem solving ability. 4. To evaluate the situation with constrains to provide best solution. 5. To design optimal decision-making frameworks for businesses			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Demonstrate basic concepts, decision-making processes and the tools used in Decision Science	Understanding	
CO2	Discuss the various tools and techniques used in managerial decision making.	Applying	
CO3	Analyze the business problem by application of various quantitative techniques in managerial settings.	Analyzing	
CO4	Evaluate various facets of a business problem and develop problem solving ability.	Evaluating	
CO5	Design comprehensive decision frameworks that improve decision quality, enhance business performance, and reduce risk.	Creating	
Course context: This course is a collaborative approach involving mathematical formulae, business tactics, technological applications and behavioral sciences to help senior management make data driven decisions. It includes models for decision-making under conditions of uncertainty, experimental and descriptive studies of decision-making behaviour, economic analysis of competitive and strategic decisions, approaches for facilitating decision-making and mathematical modeling techniques.			
Unit I	INTRODUCTION TO DS AND LP	(09hrs.)	
Introduction to DS: Decision Sciences and role of Quantitative techniques, Application of Quantitative techniques in decision making. Different types of Models, Advantages of Models, Methods and Methodology for decision making. Linear Programming: Concept, Formulation and Graphical Solution.			
Unit II	MARKOV CHAINS, SIMULATION AND ASSIGNMENT MODEL TECHNIQUES	(09hrs.)	
Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations. Assignment Models: Concept, Flood’s Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective.			
Unit III	TRANSPORTATION PROBLEM AND QUEUING THEORY	(09hrs.)	
Transportation Models: Concept, formulation, problem types: balanced, unbalanced, Basic initial solution using North West Corner, Least Cost and VAM, and Optimal solution through MODI, multiple			



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solution case to be considered.			
Queuing Theory: Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected)			
Unit IV	PROJECT NETWORKS	(09hrs.)	
CPM and PERT: Concept, drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats and probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network.			
Unit V	DECISION AND GAME THEORY	(09hrs.)	
Decision Theory: Concept, Decision making under uncertainty Maxima, Maxim in, Mini-max regret, Hurwitz's and Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value.			
Game Theory: Concept, 2×2 zero sum game, Pure and Mixed Strategy, solution of games with dominance, average dominance method.			
Text Books			
1. Levine, Krehbiel, Berenson, Quantitative Techniques for management, Pearson\ publication 2. N.D. Vohra ,Quantitative Techniques in Management Tata, McGraw Hill Publications (latest Edition) 3. Hamdy A. Taha ,Operations Research, Pearson Publication (latest edition) 4. J K Sharma ,Operations Research Theory and Applications , - MacMillan Publishers India Ltd. (latest Edition)			
Reference Books			
1. Hira Gupta, Operations Research ,S. Chand Publication (latest Edition) 2. R. Pannerselvam, Operations Research ,Prentice Hall India 3. Billey E. Gilett ,Introduction to Operations Research ,TMGH (latest edition) 4. An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition).			

Guidelines for Continuous Assessment of Theory Course		
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1	5 assignments should be given 20 marks each. Total marks 100 (20Marks *5Assignments) will be converted to 20	20



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F. Y. M.B.A.			
Pattern 2024 Semester: I			
2410508 : [SEC] Leadership and Emotional Intelligence			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :02hrs../week		02	Continuous Assessment: 50 Marks
Prerequisite: NA			
Course Objectives:			
1. To introduce Self-Awareness and Inner Stability.			
2. To explain Team Building and Stakeholder Management.			
3. To recognize how individual emotional intelligence impacts personal and professional interactions.			
4. To describe how different leadership styles are influenced by EI			
5. To discuss decision-making and leadership effectiveness.			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	To develop an understanding of oneself and build inner stability		Remembering
CO2	To build the team, improve teamwork and managing stakeholders		Understanding
CO3	Identify personal strengths and areas for improvement in EI		Applying
CO4	Analyze impact of EI on leadership styles		Analyzing
CO5	Develop techniques for reflecting on actions and emotional reactions to improve decision-making and leadership effectiveness.		Evaluating
COURSE CONTENTS			
Unit I	LEADING SELF	5hrs..	
<ul style="list-style-type: none">• Introduction to Leading Self• Intra-personal Management Competencies• Self-Management• Interpersonal or Relationship Management Competencies• Building Your Personal Development Plan• Adapting to New Role Demands and Derailment• Leading the Self: Mindfulness, Inner Stability, and Positive• Leading Downward: Leader Behaviours and Leadership			
Unit II	LEADING TEAMS AND MANAGING STAKEHOLDERS	5hrs..	
LEADING TEAMS			
<ul style="list-style-type: none">• Team Design and Structure, Team Dynamics• Effective Delegation• Leader as a Coach• Difficult Conversations			
MANAGING STAKEHOLDERS			
<ul style="list-style-type: none">• Interpersonal Relationships• Influence Without Authority• Conflict Management• Collaborative Decision-Making• Psychological Safety			



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Unit III	EMOTIONAL INTELLIGENCE	5hrs..	
<ul style="list-style-type: none"> Defining Emotional Intelligence and its significance over IQ Difference Between : EI and EQ Attitude and Emotional Intelligence, Insights into Emotions The Difference Between Emotions and Feelings Emotions and Emotional Intelligence at Work The Myth about Positive and Negative Emotions Exploring the four core pillars of Emotional Intelligence Models of Emotional Intelligence: Mixed Model, Ability Model, Trail Model Importance of Emotional Intelligence Recognizing emotional states and their impact on performance 			
Unit IV	EMOTIONALLY INTELLIGENT LEADER	5hrs.	
<ul style="list-style-type: none"> Identifying traits of Emotionally Intelligent leadership Examining leadership styles enriched by Emotional Intelligence Adapting leadership to the demands of the fourth industrial revolution Bridging generational gaps within teams from Silent Generation to Generation Z Fostering resilience and adaptability in leadership Transformational and Transactional Leadership and Emotional Intelligence Implementing Emotional Intelligence strategies in leadership Assessing personal Emotional Intelligence levels 			
Unit V	LEADING TEAMS WITH EMOTIONAL INTELLIGENCE	5hrs.	
<ul style="list-style-type: none"> Working with the Emotional Climate How the Emotional Climate Influences Teams and Team working How to Handle and Manage Emotions Constructing emotionally intelligent team frameworks Cultivating multicultural understanding and collaboration Encouraging transparency and trust within teams Delivering constructive feedback with honesty and tact Managing team dynamics and conflict with Emotional Intelligence 			
Text Books			
<ol style="list-style-type: none"> Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman, Random House Publishing Group, The Emotionally Intelligent Leader by Daniel Goleman, Harvard Business Review Press, Leadership: The Power of Emotional Intelligence by Daniel Goleman 			
Guidelines for Continuous Assessment of Theory Course			
Sr. No.	Components for Continuous Assessment	Marks Allotted	
1	5 Assignments should be given 20 marks each. Total marks 100 (20Marks *5Assignments) will be converted to 50.	50	



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F. Y. M.B.A. Pattern 2024 Semester: I 2410509 :[AEC] Business Communication		
Teaching Scheme:	Credit Scheme:	Examination Scheme:
Theory :02 hrs./week	02	Continuous Assessment: 50Marks
Prerequisite Courses, if any: Student needs to have basic understanding of spoken and written Grammar of the English language and listening comprehension.		
Course Objectives: <ol style="list-style-type: none"> 1. To introduce the basic principles of business communication. 2. To apply communication strategies to real-world business scenarios 3. To analyze the effectiveness of different communication methods 4. To evaluate the impact of communication on organizational performance 5. To develop the effective skills required for the communication in real world business context individually and in group. 		
Course Outcomes: On completion of the course, students will be able to–		
	Course Outcomes	Bloom's Level
CO1	Demonstrate the key principles of business communication,	Understanding
CO2	Apply effective communication strategies and techniques in real-world business situations such as meetings, presentations, and negotiations.	Applying
CO3	Analyze the effectiveness of various business communication methods in different professional contexts	Analyzing
CO4	Evaluate how communication influences organizational outcomes such as team dynamics, leadership effectiveness, and customer relationships.	Evaluating
CO5	Develop effective skills required for the communication that optimize both internal and external communication.	Creating
COURSE CONTENTS		
Unit I	BASICS OF BUSINESS COMMUNICATION	(06hrs.)
Introduction to business communication, concept, importance and purpose of communication, communication elements and process, Need of Communication skills for managers, Types of communication, verbal/non-verbal communication, formal/informal communication, Role of language skill in communication skills, Forms of communication, Persuasive communication : the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication.		
Unit II	ORAL COMMUNICATION	(06 hrs.)
Concept, Importance and purpose of oral communication, Types (formal/informal), Advantages and disadvantage, Conversation skill, Interaction etiquettes, Interview/group discussion/debating skill, Presentation skill, Spoken language skill, Characteristics of effective speech, Types of managerial speeches : speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meeting.		
Unit III	WRITTEN COMMUNICATION	(06 hrs.)
Concept, Importance/and purpose of communication, Advantages/disadvantages, Types (formal/informal), Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, Stages in communication cycle, Barriers to effective communication, Communication systems, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters, Reformulating and summarizing – What is a summary? Using synonyms and antonyms, reducing phrases, guidelines for writing summaries, business summaries,		



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Drafting Skill (PPT Presentation, letter, e-mail, reports, notice, memo, press release, tender, Report Writing – What is a report, Objectives of report, Types of report, Report planning etc.), Rules of written communication, Ways of improving written communication, Drafting : Application letters, Curriculum Vitae, Offer of employment, Job description, Letter of acceptance, letter of resignation.			
Unit IV	PRESENTATION AND SOFT SKILLS	(06 hrs.)	
Principles of Effective Presentations, Planning, Structure and Delivery, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication, Adherence to the number of slides, Dynamics of group presentation and individual presentation, Concept, Importance and purpose of soft skills, Soft skills v/s Hard skills, Listening Skills, Working in/with a team, Collaboration with other teams, Organizing and conducting meetings, Interaction with client and colleagues, Work ethics, Moral values, Social etiquettes etc., Meeting and Boardroom Protocol – Guidelines for planning a meeting			
Unit V	INTERVIEW SKILLS	(06 hrs.)	
Interviews: Essentials of placement interviews, web /video conferencing, Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; Physical Appearance; Communication Style; Types of communication : Internal communication (Memoranda, meetings – agenda and minutes, writing memos, circulars, notices and emails, positive and negative messages such as letter of appreciation, letter of congratulations, warning letters, show cause notice), External Communication (Public notices, Invitation to tender bids, writing business proposals)			
Text Books			
<ol style="list-style-type: none"> 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			
<ol style="list-style-type: none"> 1. KaulAsha, Effective Business Communication, Prentice Hall of India, 2005, 81-203-1709-2 Bottom of Form.TaylerShinley, Communication for Business, Pearson Education. 			

Sr. No.	Components for Continuous Assessment	Marks Allotted
1	5 assignments should be given 20 marks each. Total marks 100 (20*5) will be converted to 50.	50



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F. Y. M.B.A. Pattern 2024 Semester: I 2410510 : [SLC] Technology Tools for Business			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Practical : 04hrs./week		02	Continuous Assessment: 50Marks
Prerequisite: To have the basics practical skills of Information Technology((i.e. Hardware-Software, Database, Networking, Communication Technology with its application and usage.			
Course Objectives: <div><div></div><div>1. To introduce basic Technology Tools for Business Operations such as Microsoft Office and Google Applications.</div><div>2. To apply business software and tools in various contexts,</div><div>3. To analyze how various technology tools impact business processes, efficiency, and decision-making..</div><div>4. To evaluate technology solutions for business optimization.</div><div>5. To create charts and tables that effectively summarizes raw data.</div></div>			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Acquaint with basics of Microsoft Office & Google Applications.		Understanding
CO2	Apply business software and tools in Business Problem-Solving.		Applying
CO3	Analyze how the use of technology impacts decision-making processes, using Microsoft Excel and Power BI.		Analyzing
CO4	Evaluate different technology solutions, assessing their effectiveness in improving business performance and enhancing productivity.		Evaluating
CO5	Create standard Excel Template for routine business data management.		Creating
COURSE CONTENTS			
Unit I	INTRODUCTION	5hrs.	
Introduction & practical knowledge of- Microsoft Office (MS Word, MS PowerPoint , MS Excel etc) & Google Application(Google Sheets, Google Forms, Google Drive, etc)			
Unit II	MS EXCEL BEGINNERS	5hrs.	
The Excel environment: Navigating a worksheet, Spreadsheet terminology, Getting help Entering and editing data: Entering and editing text and values, Entering and editing formulas, Saving and updating workbooks Modifying a worksheet: Moving and copying data, Moving and copying formulas, Inserting and deleting ranges, rows, and, columns, Cell comments Using functions: Entering functions, AutoSum, Other common functions Formatting: Text formatting, Row and column formatting, Number formatting, Conditional formatting, Additional formatting options, Printing worksheets Case Study: Modifying existing worksheet, use shortcut keys, Create and email worksheet			
Unit III	MS EXCEL INTERMEDIATE	5hrs.	
Data Analysis: Data Validation, V, H And X Lookup, Pivot Tables, Calculations and grouping options, what-if analysis, Data Visualization: Charts, Pivot Charts, Combo Charts, Timeline, Sparkline, Conditional formatting,			



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Power Map			
Data Extraction: Print Excel sheet, Page orientation, Export files, Share file			
Unit IV	MS EXCEL ADVANCE	5hrs.	
Personalizing Excel: Changing Excel's Default Options Using AutoCorrect and Customizing It Customizing the Ribbon. Working with Functions & Formulas: Basic Functions, Lookup Functions, Logical If Functions, Financial Functions, Statistical Functions, Maths & Trig. Functions, Text Functions & Many More. Advance Tools – Solver, Advance Subtotal etc. Advance Marcos.			
Unit V	Power BI	5hrs.	
Build Reports, connect to data sources, Data Transformation, Create Data Model, Data Visualizations, Data Analysis Expression, Power BI Services, design and implement professional reports.			
Text Books			
1. Bittu Kumar, Mastering MS Office, V and S Publications 2. Information Technology for Management, by Ramesh Behl			
Reference Books			
1. Ramesh Bangia, MS Office, Khanna Book Publishing 2. Excel: Formulas & Functions, Robert Dinwiddie. 3. LokeshLalwani, MS Excel 2019 All-In-One, BPB Publication 4. Wayne L. Winston, MS Excel 2019: Data Analysis and Business Model, PHI Learning Pvt. Ltd.			

Guidelines for Continuous Assessment of Theory Course		
Sr. No.	Components for Continuous Assessment	Marks Allotted
1	5 assignments should be given 20 marks each. Total marks 100 (20*5) will be converted to 50.	50



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F. Y. M.B.A. Pattern 2024 Semester: II 2410511 : [DCC]Advance Marketing Management		
Teaching Scheme:	Credit Scheme:	Examination Scheme:
Theory:03 hrs./week	03	Continuous Assessment: 20Marks In-Sem. Exam: 20 Marks End Sem. Exam:60 Marks

Course Objectives:

1. To familiarize students with the 4 Ps of marketing and their role in Marketing Planning & Control for various products and services. (BL1)
2. To illustrate the significance of marketing mix elements and assess how product and pricing strategies influence business outcomes. (BL2)
3. To implement marketing mix strategies and planning & control techniques in real-world marketing scenarios, including traditional and digital products and services. (BL3)
4. To investigate marketing challenges associated with the marketing mix and marketing plans in practical business settings. (BL4)
5. To evaluate marketing mix relationships and compare theoretical concepts with real-world business models using case studies. (BL5)

Course Outcomes (COs): On completion of the course, students will be able to–

	Course Outcomes	Bloom's Level
CO1	Identify fundamental concepts and key terms related to the 4 Ps of marketing and Marketing Planning & Control across various products, services, and digital platforms.	Remembering
CO2	Describe the significance of marketing mix principles and assess how product and pricing strategies influence overall business success.	Understanding
CO3	Implement marketing mix strategies and planning & control techniques in real-world marketing scenarios, including both traditional and digital markets.	Applying
CO4	Examine marketing challenges and analyze issues related to the marketing mix and planning strategies within business environments.	Analyzing
CO5	Evaluate the relationships among marketing mix components and contrast theoretical marketing frameworks with actual business models and case studies.	Evaluating

Course context:

This course provides a strategic understanding of Marketing Planning & Control, focusing on the Marketing Mix (4 Ps) and the evolving 4 Cs approach. It equips students with skills to develop, implement, and evaluate marketing plans for products, services, and digital offerings. Key topics include pricing strategies, distribution channels, promotional tactics, and customer engagement, with an emphasis on agile and immersive marketing. Students will also explore marketing performance evaluation tools such as profitability control, strategic audits, and efficiency analysis. The course prepares learners to tackle real-world marketing challenges and optimize business performance

Unit I	STRATEGIC PRODUCT MANAGEMENT	9 Hrs.	
Meaning, The Role of Product as a market offering, Goods & Services Classification of Consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products , capital items, supplies and services. Product Levels: The Product Hierarchy, Systems and Mixes, Product Line Analysis, Product Line Length, New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process – Idea Generation to commercialization. Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity. Packaging & Labeling: Meaning & role, Types of Packaging, Sustainable practices in packaging and Labeling.			

Unit II	STRATEGIC PRICING DECISIONS	9 Hrs	
Meaning, Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, Selecting Pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction Pricing), Pricing in online marketing (free, premium, freemium). Token based pricing. Use of Big Data and Generative AI in pricing decisions.			
Unit III	MARKETING CHANNEL STRATEGIES	9 Hrs	
Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Channels in international Market, Online Interaction versus Offline Interaction - Introduction to Omni channel & hybrid channel options, Physical Channels, Market Logistics Decisions – Order Processing, Warehousing, Customer Fulfillment Center, Dark stores, Inventory, and Logistics. Last-mile logistics, Role of IOT and Block chains in Market Logistics decisions			
Unit IV	STRATEGIC MARKETING COMMUNICATIONS	9 Hrs.	
Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, 5Ms of Advertising, Sales Promotion, Personal Selling, Public Relations, Word of Mouth (WOM), Direct Marketing, Traditional to Digital Promotion =Contextual Marketing, Permission Marketing, Data driven marketing , (AIDA) to 5A, Developing Effective Communication - Communication Process, Steps in developing effective marketing communication - identifying target audience, Determining communication objectives, designing a message, choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. Role of Generative AI in Promotion decisions			
Unit V	STRATEGIC MARKETING PLANNING & CONTROL	9 Hrs	
Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, and Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing Audit, Impact of Technology on Marketing Planning and Control = Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). Application of Agile marketing Practices in Marketing Planning and control, Use of Immersive Marketing for Marketing Planning and control decisions.			
Text Books			
1 .Rajan Saxena, Marketing Management, TMGH. 2. Dr D B Bharati and Rohan Dahivale, Marketing Management			
Reference Books			
1.C.B. Mamoria and S.V.Gankar, A Text book of Human Resource Management: Himalaya Publication 2. P. Jyothi, Human Resource Management, Oxford University Press. 3. Gary Dessler, Human Resources Management , Person Publication			

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, Caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 20.	20



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F. Y. M.B.A. Pattern 2024 Semester: II 2410512: [DCC] Financial Management			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20Marks In-Sem. Exam: 20Marks End Sem. Exam:60Marks
Course Objectives:			
1. Understand the fundamental concepts, scope, and objectives of financial management, along with its integration with other business disciplines. (BL2)			
2. Analyze financial statements using various tools and techniques such as Ratio Analysis, Funds Flow, and Cash Flow statements for effective financial decision-making.(BL4)			
3. Evaluate working capital requirements and management strategies, including estimation techniques and financing methods. (BL5 – Evaluate)			
4. Apply concepts of capital structure, cost of capital, and leverage in financial planning and decision-making. (Bloom’s Level 3 – Apply)			
5. Assess capital budgeting techniques for making effective investment decisions using traditional and time-adjusted appraisal methods. (Bloom’s Level 5 – Evaluate)			
Course Outcomes(COs): On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Explain the core principles of financial management, including financial objectives, functions, and sources of finance.		Understanding
CO2	Interpret financial statements using analytical tools such as common size statements, comparative statements, and trend analysis.		Applying
CO3	Analyze financial performance using ratio analysis, funds flow, and cash flow statements for informed decision-making.		Analyzing
CO4	Evaluate working capital requirements, capital structure decisions, and cost of capital for business sustainability.		Evaluating
CO5	Recommend appropriate investment decisions using capital budgeting techniques such as NPV, IRR, and Payback Period for long-term financial planning.		Creating
Course Context:			
This course provides a comprehensive understanding of financial management principles, their scope, and their integration with other business functions. Students will learn to analyze financial statements, assess working capital requirements, and apply capital structure and cost of capital concepts for effective decision-making. The course covers key financial tools like ratio analysis, funds flow, and cash flow statements to evaluate business performance. Additionally, students will explore capital budgeting techniques such as NPV, IRR, and Payback Period to make informed investment decisions.			
Unit I	FUNDAMENTALS OF FINANCIAL MANAGEMENT AND ANALYSIS OF FINANCIAL STATEMENTS	9 Hrs	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 Startup finance. Common Size Statements, Comparative Statements, Trend Analysis,			
Unit II	TOOLS FOR FINANCIAL STATEMENT ANALYSIS	9 Hrs	CO3
Introduction, Objectives of financial statement analysis, various techniques of analysis viz Ratio Analysis, Funds Flow Statement and Cash Flow Statement. Numerical problems/cases will be asked on the following topics:			
• Funds Flow Statement			

<ul style="list-style-type: none"> • Cash Flow Statement • Ratio Analysis (calculation of ratios plus its interpretation) 			
Unit III	WORKING CAPITAL MANAGEMENT	9 Hrs	CO4
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	9 Hrs	CO4
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. Numerical Problems/Cases will be asked on the following topics: <ul style="list-style-type: none"> • Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) • WACC • Leverages 			
Unit V	CAPITAL BUDGETING - INVESTMENT DECISION	9 Hrs	CO5
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. Numerical Problems/Cases will be asked on the following topics: Capital Budgeting evaluation Techniques (ARR, Payback Period, Discounted Payback Period, NPV, PI and IRR), Modified Internal Rate of Return, Terminal Value (TV)			
Note: Weight age of Theory Questions will be 30% and numerical problems will carry 70% marks in the final question paper.			
Text Books			
1. Khan and Jain, Financial Management, TATA McGraw Hill. 2.I M. Pandey,Financial Management ,Vikas Publication			
Reference Books			
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			

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 20.	20



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F. Y. M.B.A Pattern 2024 Semester: II 2410513 : [DCC] Operations Management			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20Marks In-Sem. Exam: 20Marks End Sem. Exam:60Marks
Course Objectives:			
<div>1. Understand the fundamental concepts of Operations Management, including process design, forecasting methods, and supply chain transformation. (BL2)</div> <div>2. Analyze product and service innovation strategies along with capacity and demand management principles to improve operational efficiency. (BL4)</div> <div>3. Apply Production Planning and Control techniques such as MRP, CRP, and scheduling tools like Gantt Charts and PERT/CPM for effective operations management. (BL3)</div> <div>4. Evaluate inventory control methodologies and quality management approaches, including TQM, Lean, and Six Sigma, to optimize production and service processes.(BL5)</div> <div>5. Design an integrated Supply Chain Management (SCM) framework, addressing key issues like collaboration, responsiveness, and financial supply chain optimization.(BL6)</div>			
Course Outcomes(COs):On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Explain the role of Operations Management and process strategies, including forecasting techniques, to enhance operational effectiveness.	Understanding	
CO2	Apply different types of innovation to manage capacity and demand effectively in manufacturing and service industries."	Applying	
CO3	Analyze production planning, scheduling, and control techniques by evaluating the effectiveness of MRP, CRP, and network models like PERT/CPM."	Analyzing	
CO4	Assess inventory control techniques and quality methodologies to identify improvement opportunities within operations.	Evaluating	
CO5	Develop a strategic supply chain model incorporating inventory, logistics, and customer service for a competitive business advantage.	Creating	
Course Context:			
This course explores key Operations Management principles, including process design, forecasting, and supply chain strategies. Students will analyze capacity planning, demand management, and production control techniques like MRP, CRP, and PERT/CPM. It also covers inventory management and quality methodologies such as TQM, Lean, and Six Sigma. Additionally, students will design strategic supply chain models to enhance efficiency and competitiveness which are needed to design, make, deliver, and service products or services for customers.			
Unit I	UNDERSTANDING OPERATIONS MANAGEMENT	9 Hrs	CO1
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.			
Unit II	PRODUCT AND SERVICE INNOVATION	9 Hrs.	CO2
Capacity and Demand Management. 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,			

Unit III	IMPORTANCE AND FUNCTIONS OF PRODUCTION PLANNING AND CONTROL	9 Hrs	CO3
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 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	9 Hrs	CO4,CO5
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	9 Hrs	CO4,CO5
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 Managemen:Text and Cases			

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 20.	20



K.K.Wagh Institute of Engineering Education and Research, Nashik
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F. Y. M.B.A. Pattern 2024 Semester: II 2410514: [DCC] Human Resource Management			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20Marks In-Sem. Exam: 20Marks End Sem. Exam:60Marks
Course Objectives:			
<div>1. Understand the nature, scope, functions, and strategic role of HRM in a competitive business environment. ((BL2)</div> <div>2. Analyze the processes of human resource planning, job evaluation, recruitment, selection, and job design in contemporary organizations. (Bloom's Level: Analyzing)</div> <div>3. Evaluate various training and development strategies, performance appraisal methods, and compensation practices to enhance employee engagement and productivity. (Bloom's Level: Evaluating)</div> <div>4. Apply emerging HRM trends such as HRIS, HR accounting, HR audit, and shared services to optimize HR functions. (Bloom's Level: Applying)</div> <div>5. Develop strategic HRM practices by integrating modern approaches such as the balanced scorecard, employee engagement techniques, and flexible work policies. (Bloom's Level: Creating)</div>			
Course Outcomes (COs): On completion of the course, students will be able to–			
	Course Outcomes		Bloom's Level
CO1	Explain the core functions and strategic role of HRM in organizations, including HR policies, models, and global HRM tools.		Understanding
CO2	Demonstrate knowledge of HR procurement processes, including job analysis, recruitment, and selection methods, and assess their impact on organizational success.		Applying
CO3	Evaluate training, development, performance appraisal, and compensation strategies to enhance employee motivation and organizational effectiveness.		Evaluating
CO4	Analyze and interpret the implementation of HR technology and HR analytics in modern business environments.		Analyzing
CO5	Design HRM strategies considering contemporary workplace trends such as employee engagement, remote work, and work-life balance policies.		Creating
Course Context:			
This course provides an in-depth understanding of Human Resource Management (HRM), its strategic role, and key functions in modern organizations. Students will explore HR planning, recruitment, training, performance appraisal, and compensation strategies to enhance workforce productivity. The course also examines emerging HR trends, including HR technology, analytics, and shared services. Additionally, students will develop strategic HRM practices by integrating modern approaches like the balanced scorecard, employee engagement, and flexible work policies.			
Unit I	INTRODUCTION OF HUMAN RESOURCE MANAGEMENT(HRM)	9 Hrs	CO1
1.1 Nature of HRM, Scope of HRM, Functions and Objectives of HRM: Policies and practices			
1.2 Changing Role of HR: HR as a Strategic Partner , need for measuring HR, concept of HR profession, and HR department			
1.2 Global competitiveness and Strategic HR, Linkage of organizational and HR strategies			
1.3 Changing Human Resource Dynamics			
1.4 HR policies and models			
1.5 Global management HRM tools			
1.5 New aspects/ways of handling Human Resources discussion with the help of live examples			

Unit II	HUMAN RESOURCE PLANNING AND WORKFORCE OPTIMIZATION	9 Hrs	CO1, CO2
2.1 Human Resource Planning (HRP) - Need ,Definition, objectives, importance, benefits, Process, 2.2 HRP (Human Resource Planning in the Changing context): Introduction, job evaluation (JE), Job Analysis (JA), Importance and purpose of JA, benefits of job analysis, 2.3 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, 2.5 Job Design: introduction, and factors affecting job design. Job characteristics model of Hackman and Oldham, 1976 of effective job and job satisfaction.			
Unit III	EMPLOYEE TRAINING, DEVELOPMENT AND COMPENSATION STRATEGIES	9 Hrs	CO2, CO3
3.1 Training and Development (T and D) :Nature of training, Training process, Training needs 3.2 assessment (TNA) , Types of Training, Ways of Training evaluation, Training design, 3.3 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 3.4 Compensation- ;concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages and Problems, Team based Incentives.			
Unit IV	EMERGING TRENDS IN HRM	9 Hrs	CO4, CO5
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	HR STRATEGIES AND WORKPLACE EVOLUTION	9 Hrs	CO3, CO5
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 Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 20.	20



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

F. Y. M.B.A.
Pattern 2024 Semester: II
2410515: [DCC] Business Legislation

Teaching Scheme:	Credit Scheme:	Examination Scheme:
Theory :03 hrs./week	03	Continuous Assessment: 20Marks In-Sem. Exam : 20Marks End Sem. Exam: 60Marks

Course Objectives:

1. Understand the fundamental principles of business laws, including contracts, sale of goods, and negotiable instruments. ((BL2)
2. Apply key legal provisions governing business entities such as partnerships, LLPs, and companies under Indian laws. ((BL3)
3. Analyse the implications of cyber law and the IT Act, 2000, in business and digital security contexts. (BL4)
4. Evaluate corporate governance, compliance, and CSR regulations under the Companies Act, 2013. (BL5)
5. Critically assess legal cases and business law scenarios related to contracts, partnerships, corporate entities, and cyber law. (BL5)

	Course Outcomes	Bloom's Level
CO1	Explain the core concepts of business laws, including contract formation, execution, and breach remedies.	Understanding
CO2	Apply legal principles related to partnerships, LLPs, and company law in practical business situations.	Applying
CO3	Analyze the legal aspects of sales contracts, negotiable instruments, and liabilities of involved parties.	Analyzing
CO4	Examine the impact of cyber law on business operations and recommend legal measures for mitigating cyber risks.	Analyzing
CO5	Evaluate corporate governance, compliance, and ethical responsibilities in business decision-making.	Evaluating

Course Context:

This course explores essential business laws and their role in commercial operations, covering contracts, sales, negotiable instruments, and corporate regulations. Students will examine partnership laws, corporate governance, compliance, and CSR under the Companies Act, 2013. It also addresses cyber law and IT Act provisions, helping students manage legal challenges in the digital space. Through case law analysis, students will enhance their ability to make ethical and legally sound business decisions.

UNIT I	THE INDIAN CONTRACT ACT, 1872 AND CONTRACT OF AGENCY	9 Hrs	CO1
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The Indian Contract Act, 1872: Essential elements of a contract; performance and discharge of a contract; Offer and Acceptance; Consideration; Legality of Object; Capacity to contract; Free Consent; Modes of Discharge; Breach and Remedies; Quasi Contracts; Special contracts: contract of indemnity and guarantee, bailment and pledge. **Contract of Agency-** Nature of agency; Creation and types of agents; Authority and liability of Agent and principal; Rights and duties of principal and agents; termination of agency. Case studies based on above mentioned laws.

UNIT II	SALE OF GOODS ACT, 1930 AND NEGOTIABLE INSTRUMENTS ACT, 1881	9 Hrs	CO1,CO3
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Sale of Goods Act, 1930: Nature; Formation of a contract of sales and its features; Documents of title; Conditions, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller; Types of Goods; Distinction between sale and agreement to sell; Performance of contract. **Negotiable Instruments Act 1881:** Nature and essentials of negotiable instruments; Types of negotiable instruments; liability of parties; holder in due course; special rules for Cheque and drafts; discharge of negotiable instruments. Case studies based on above mentioned laws.

UNIT III	INDIAN PARTNERSHIP ACT, 1932 AND LIMITED LIABILITY ACT, 2008	9 Hrs	CO2,CO5
Partnership Act, 1932 - Nature and Definitions & Kinds of Partnership, Test to determining, Co-ownership, General and Specific duties of Partner, Rights of Partner to each other, Registration and Dissolution of Firm, Partners to be agent of the firm: Implied authority, Liabilities Joint & Several, Liability for Wrongful acts & Misapplication of Money. Limited Liability Act, 2008 – Definition; Key Features; Difference between partnership, Company and LLP; Formation and Registration -requirement and Agreement; Partners and their Liabilities – Classification of Partners, Limited Liability of partners in an LLP, Liability of designated partners; Dissolution of an LLP. Case studies based on above mentioned laws.			
UNIT IV	THE COMPANIES ACT 2013	9 Hrs	CO2,CO5
Meaning and Types of Companies; Incorporation and Essential Documents (Memorandum & Articles of Association); Capital Structure and Share Issues - Issue of shares (Bonus, Rights, Sweat Equity); Buy-back of shares, Debentures and other financing methods; Directors and Governance - Appointment, Powers, and Duties, Board Committees and Independent Directors, Meetings and Decision-Making - Shareholder and Board Meetings, Resolutions and Proceedings; Accounts, Audit, and Compliance; Corporate Social Responsibility (CSR); Penalties and Non-Compliance; Winding Up and Liquidation. Case studies based on above mentioned laws.			
UNIT V	CYBER LAW AND INFORMATION TECHNOLOGY ACT, 2000	9 Hrs	CO4,CO5
Cyber Laws - Need for Cyber laws; Cyber law In India; Defining Cyber Crime; Types of Cyber Crimes; Preventing of Computer Crime. Information Technology Act, 2000: Objective; Components of IT Act, 2000; Silent features; Digital Signature – Legal recognition; Regulation of Certification Authorities; Digital Signature Certificate; Electronic Governance; Offences under the IT Act, 2008. Case studies based on above mentioned laws.			
Text Books			
1. N. D. Kapoor, Mercantile Law, Sultan Chand and Sons, Latest Edition 2. AkhileshwarPathak -Legal Aspects of Business-Tata McGraw Hill			
Reference Books			
1. S.S. Gulshan, Mercantile Law, Excel Books, New Delhi. 2. B. SRamaswamy., Contracts and their management, LexisNexis.			

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 20.	20



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

F. Y. M.B.A.			
Pattern 2024 Semester: II			
2410516: [RMC] Business Research Methods			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :03 hrs./week		03	Continuous Assessment: 20Marks In-Sem. Exam: 20Marks End Sem. Exam :60Marks
Course Objectives: <div>1. Understand the fundamentals of business research, including the scientific method, research design, and problem formulation. ((BL2)</div> <div>2. Apply appropriate research methods by utilizing various data collection techniques, sampling approaches, and survey methodologies. ((BL3)</div> <div>3. Analyse different research designs, measurement scales, and attitude scaling techniques to assess their suitability for specific studies. ((BL4)</div> <div>4. Evaluate data analysis techniques such as univariate and bivariate analysis, correlation, regression, and statistical testing for interpreting research findings. (BL5)</div> <div>5. Create structured research reports incorporating statistical tools, graphical representations, and key insights for informed decision-making. (BL6)</div>			
Course Outcomes(COs): On completion of the course, students will be able to–			
	Course Outcomes	Bloom's Level	
CO1	Explain the significance of business research, the scientific method, and the process of developing research problems and hypotheses.	Understanding)	
CO2	Demonstrate proficiency in data collection, including primary and secondary data gathering, sampling methods, and survey techniques.	Applying	
CO3	Differentiate between research designs, qualitative vs. quantitative approaches, and measurement techniques to determine the most suitable research strategy.	Analyzing	
CO4	Interpret research data using analytical methods such as correlation, regression, and hypothesis testing to derive meaningful insights.	Evaluating	
CO5	Develop well-structured research reports with appropriate statistical analysis and visual representations for effective communication of findings.	Creating	
Course Context: This course will help the students understand the importance of research and its application in the 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	INTRODUCTION TO RESEARCH	9 Hrs	CO1,CO2, CO3
Research: Definition, Why Study Business Research? Scientific Method: Characteristics of the Scientific Method Steps in the Research Process, Formulation Of Research Problem, Hypothesis vs Research Question Research Design: Concept, Classification of Research Design, Drafting A Research Proposal, Evaluating a research proposal			
Unit II	TYPES OF RESEARCH AND MEASUREMENT	9 Hrs	CO1,CO2, CO3
Exploratory Research: Concept, Uses, Qualitative Techniques (Depth Interview, Focus Groups, Observation), Qualitative vs Quantitative Research Approaches			

Descriptive Research: Concept, Uses, Cross-Sectional vs. Longitudinal Research Experimental Research: Concept, Uses, Cause-Effect Relationships, Independent & Dependent Variables, Control Groups Measurement and Data: Concept of Measurement, Validity and Reliability; Levels of Measurement: Nominal, Ordinal, Interval, Ratio Attitude Scaling Techniques: Rating Scale (Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales), Ranking Scales (Paired Comparison and forced ranking)			
Unit III	DATA COLLECTION AND SAMPLING	9 Hrs	CO2,CO3, CO4
Types of Data: Secondary Data: Definition, Reliability Issues; Primary Data: Definition, Advantages vs. Disadvantages of Secondary Data Data Collection Methods: Questionnaire Construction; Personal Interviews; Email/Survey Sampling: Concepts of Statistical Population and Sample; Probability Sampling Methods: Simple Random Sample, Stratified Random Sample, Cluster Sampling Non-Probability Sampling Methods: Judgment Sampling, Convenience Sampling			
Unit IV	DATA ANALYSIS AND BIVARIATE ANALYSIS	9 Hrs	CO3,CO4, CO5
Data Analysis: Univariate Analysis: Frequency Tables, Measures of Central Tendency (Mean, Median, Mode) Bivariate Analysis: Cross Tabulations, Bivariate Correlation Analysis, Types of Correlation: Karl Pearson's coefficient of correlation and spearman's rank correlation;, Chi Square Test Linear Regression Analysis: Ordinary least Square Method(OLS), Interpretation of Regression model, Standardized and unstandardized Coefficients of regression, R-Squared in Regression Model, Adjusted R-square and Degree of Freedom in Regression			
Unit V	GRAPHS, STATISTICAL TESTS AND RESEARCH REPORTS	9 Hrs	CO3,CO4, CO5
Graphical Representation of Data: Bar Charts, Pie Charts, Histograms, Line Graphs (using MS Excel) Test of Significance: Small Sample Tests (t-test, F-test, Z-test); Non-Parametric Tests (Binomial Test, Randomness Test) Research Reports: Structure of a 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 Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 20.	20



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

F. Y. M.B.A.			
Pattern 2024 Semester: II			
2410517:[DCC] Corporate Ethics, Governance and Sustainability			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Theory :02 hrs./week		02	Continuous Assessment: 50Marks
Course Objectives:			
<div>1. Define and explain the fundamental concepts of corporate ethics, governance, and sustainability. (BL1)</div> <div>2. Describe the significance of ethical decision-making and analyze the factors influencing ethical and unethical business decisions. (BL 2)</div> <div>3. Identify unethical business practices and apply ethical theories, decision-making models, and governance principles to real-world scenarios. (BL 3)</div> <div>4. Examine corporate governance structures, sustainability strategies, and the role of ethical leadership in organizational success.(BL 4)</div> <div>5. Critically assess ethical dilemmas, corporate social responsibility (CSR) initiatives, and governance frameworks to develop and implement ethical business strategies (BL5)</div>			
Course Outcomes (COs):On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Demonstrate knowledge of key corporate ethics, governance, and sustainability concepts.	Remembering	
CO2	Illustrate ethical decision-making processes and governance principles with relevant examples.	Understanding	
CO3	Utilize ethical models and governance frameworks to address workplace dilemmas and business challenges.	Applying	
CO4	Analyze the effectiveness of ethical codes, governance policies, and CSR initiatives in various organizational settings.	Analyzing	
CO5	Develop sustainable business strategies, corporate ethics programs, and governance policies to enhance organizational integrity and performance.	Creating	
Course context, Relevance, Practical Significance:			
This course explores corporate ethics, governance, and sustainability, focusing on ethical decision-making, CSR, and governance frameworks. It is crucial for fostering responsible business practices, trust, and compliance in today’s corporate world. Understanding ethical challenges and governance structures helps in mitigating risks and ensuring long-term success. Through real-world cases, students gain practical skills in ethical leadership, sustainability strategies, and corporate responsibility.			
Unit I	INTRODUCTION TO CORPORATE ETHICS	6 Hrs.	CO1,CO2
<div>▪ Meaning, significance, and scope of Corporate Ethics.</div> <div>▪ Factors influencing ethical and unethical business decisions.</div> <div>▪ Identification of unethical practices in business.</div> <div>▪ Ethical theories and principles</div> <div>▪ Ethical decision-making models</div> <div>▪ Ethical dilemmas in business</div> <div>▪ Development and implementation of ethics training programs.</div>			
Unit II	ETHICAL PRACTICES IN BUSINESS MANAGEMENT	6 Hrs.	CO1,CO2
<div>▪ Role of the Board of Directors in fostering ethical practices.</div> <div>▪ Influence of organizational climate and structure on ethics.</div> <div>▪ Approaches to addressing ethical dilemmas.</div>			

<ul style="list-style-type: none"> ▪ Development and enforcement of codes of ethics ▪ Establishment and function of ethics committees ▪ Ethical issues in marketing, finance, and human resources ▪ Whistleblowing and ethical reporting ▪ Ethical leadership and corporate culture 			
Unit III	CORPORATE GOVERNANCE	6 Hrs.	CO3,CO4
<ul style="list-style-type: none"> ▪ Definition, objectives, and significance of corporate governance. ▪ Principles guiding effective governance. ▪ The relationship between corporate governance and organizational success. ▪ Overview of corporate governance practices in India. ▪ Roles, responsibilities, and powers of the Board of Directors. ▪ Corporate governance frameworks and codes (e.g., OECD Principles, Cadbury Report) ▪ Impact of governance structures on organizational performance 			
Unit IV	SUSTAINABILITY AND CORPORATE RESPONSIBILITY	6 Hrs.	CO4,CO5
<ul style="list-style-type: none"> ▪ Understanding the drivers behind sustainability, including ethical, personal, social, environmental, and strategic factors. ▪ Environmental, social, and governance (ESG) criteria ▪ Strategies for achieving the triple bottom line: economic, social, and environmental sustainability. ▪ Evaluation of sustainable business models. ▪ Integration of sustainability into corporate strategy and operations. ▪ Corporate sustainability reporting and metrics <p>Corporate Social Responsibility(CSR)</p> <ul style="list-style-type: none"> ▪ Definition and nature of CSR. ▪ Levels, phases, and approaches to CSR. ▪ Principles guiding CSR initiatives. ▪ Objectives and practices of corporate social reporting. ▪ Examination of Indian models of CSR 			
Unit V	CASE STUDIES AND APPLICATIONS	6 Hrs.	CO1,CO2,CO3, CO4,CO5
<ul style="list-style-type: none"> ▪ In-depth analysis of real-world cases related to corporate ethics, governance, and sustainability. ▪ Application of theoretical concepts to practical scenarios. ▪ Development of solutions to complex ethical and governance challenges. ▪ Role-playing and simulation exercises 			
Text Books			
<ol style="list-style-type: none"> 1. "Business Ethics and Corporate Governance" by A.C. Fernando 2. "Business Ethics and Corporate Governance" by S.K. Bhatia 3. "Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate" edited by Nayan Mitra and René Schmidpeter 			
Reference Books			
<ol style="list-style-type: none"> 1. "Business Ethics: A Contemporary Introduction" by Jeffrey Moriarty 2. "Corporate Governance, Ethics and CSR" by Justine Simpson and John R. Taylor 			

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 50.	50



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

F. Y. M.B.A
Pattern 2024 Semester: II
2410518:[RMC] Desk Research

Teaching Scheme:	Credit Scheme:	Examination Scheme:
Practical : 4 hrs./week	2	Teamwork: 50Marks

Course Objectives:

1. Understand the fundamental concepts of desk research, its scope, and importance in business decision-making. (BL2)
2. Identify and differentiate between various sources of secondary data and assess their reliability. (BL2))
3. Utilize desk research techniques to analyze market trends, competitive intelligence, and industry benchmarking. ((BL3)
4. Interpret and synthesize secondary data for effective decision-making in business contexts. (BL4)
5. Develop a well-structured desk research report, including data-driven insights and strategic recommendations. ((BL6)

Course Outcomes (COs): On completion of the course, students will be able to–

	Course Outcomes	Bloom's Level
CO1	Define key concepts of desk research, data sources, and business applications.	Remembering
CO2	Explain the role of desk research in industry analysis, marketing, and corporate decision-making.	Understanding
CO3	Collect and analyze secondary data from credible sources to support business research.	Applying
CO4	Critically assess and interpret research findings to draw meaningful business insights.	Evaluating
CO5	Construct a comprehensive desk research report with structured data presentation and actionable recommendations.	Creating

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	INTRODUCTION TO DESK RESEARCH	6 Hrs.	CO1,
<ul style="list-style-type: none"> • Definition, Scope, and Importance of Desk Research • Primary vs. Secondary Research • Role of Desk Research in Business Decision-Making • Ethical Considerations in Desk Research 			
Unit II	SOURCES AND METHODS OF DESK RESEARCH	6 Hrs	CO1,CO2, CO3
<ul style="list-style-type: none"> • Identifying Reliable Data Sources: <ul style="list-style-type: none"> ➤ Government Reports & Official Publications ➤ Industry & Market Research Reports ➤ Company Websites, Annual Reports, and Financial Statements ➤ Academic Journals, Case Studies, and Business Magazines ➤ Online Databases (Google Scholar, Statista, World Bank, etc.) • Techniques for Conducting a Literature Review • Evaluating Data for Authenticity, Accuracy, and Relevance 			

Unit III	BUSINESS APPLICATIONS OF DESK RESEARCH	6 Hrs.	CO2, CO3
<ul style="list-style-type: none"> • Competitive Intelligence & Industry Benchmarking • Consumer Behavior Analysis Using Secondary Data • Market Analysis & Demand Forecasting • Business Strategy Formulation with Desk Research • Financial & Economic Trends Analysis 			
Unit IV	DATA INTERPRETATION AND PRESENTATION	6 Hrs.	CO4,CO5
<ul style="list-style-type: none"> • Methods of Analyzing Secondary Data • Data Visualization & Storytelling Techniques • Using Research Tools (Excel, Tableau, Power BI) • Structuring Business Research Reports for Decision-Making 			
Unit V	DESK RESEARCH REPORT PREPARATION	6 Hrs.	CO1,CO2,CO3 CO4,CO5
<ul style="list-style-type: none"> • Step-by-Step Approach to Writing a Desk Research Report • Structuring the Report: <ul style="list-style-type: none"> • Executive Summary • Research Objectives & Methodology • Data Collection & Analysis • Key Findings & Insights • Recommendations & Conclusion • Case Study on Desk Research-Based Decision-Making • Hands-on Project: Preparing a Desk Research Report on a Selected Topic 			
Reference Books			
<ol style="list-style-type: none"> 1. "Doing Qualitative Desk-Based Research: A Practical Guide to Writing an Excellent Dissertation" by Barbara Bassot 2. "Secondary Research: Information Sources and Methods" by David W. Stewart and Michael A. Kamins 3. "Desk Research: How to Get Information for Next to Nothing" by Peter Jackson 4. "Qualitative Secondary Research: A Step-By-Step Guide" by Angela Dale 			
E-resources			
<ol style="list-style-type: none"> 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			
<ol style="list-style-type: none"> 1.1. NSE India, .BSE India, .Money Control Screener .Investing.com.Economic Times Market.Live, 2. Trade Brains Portal. 3. Articles from Business Newspapers and Magazines, Company Profile-Annual Reports, Company websites, Social media feeds, Interviews of Industrialists etc. 			

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, case Study, caselet, Presentations, Article Review, Presentation, Role Play, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 50.	50



K.K.Wagh Institute of Engineering Education and Research, Nashik
(Autonomous from Academic Year 2024)

F. Y. M.B.A.			
Pattern 2024 Semester: II			
2410519 : [SLC] Technology Tools for Business-II			
Teaching Scheme:		Credit Scheme:	Examination Scheme:
Practical : 04hrs./week		02	Teamwork: 50Marks
Prerequisite: To have profound knowledge in excel, power BI and tableau for further application of digital tools in business solutions.			
Course Objectives:			
1. To introduce functional analytical measures for business application.			
2. To apply tools and technologies available for business solutions.			
3. To analyze how various technology tools impact business processes, efficiency, and decision-making.			
4. To evaluate technology solutions for business optimization.			
5. To develop knowledge and skills applicable to real-world business scenarios.			
Course Outcomes: On completion of the course, students will be able to–			
	Course Outcomes		Bloom’s Level
CO1	Acquaint with basics of functional data analytics metrics		Understanding
CO2	Apply technology tools into business processes to enhance efficiency and productivity.		Applying
CO3	Analyze hands-on experience with popular business software tools such as project management software (e.g., Asana), CRM systems (e.g., HubSpot), communication tools (e.g., Slack) and so on.		Analyzing
CO4	Evaluate using data analytics and business intelligence tools (e.g., Power BI) to analyze business data and make informed decisions.		Evaluating
CO5	Develop effective technology tools skill and knowledge that address business challenges and drive success.		Creating
COURSE CONTENTS			
Unit I	FINANCE AND HUMAN RESOURCE ANALYTICAL MEASURES	6 Hrs.	CO1,CO2
Introduction to Financial Analytics: Overview of Financial Analytics: Understanding the concept, importance, and benefits of financial analytics.			
Key Financial Metrics: Profitability Ratios: Gross margin, net margin, returns on assets (ROA), and return on equity (ROE). Liquidity Ratios: Current ratio, quick ratio, and cash ratio. Efficiency Ratios: Inventory turnover, accounts receivable turnover, and asset turnover. Leverage Ratios: Debt-to-equity ratio and interest coverage ratio.			
Introduction to HR Analytics: Overview of HR Analytics: Understanding the concept, importance, and benefits of HR analytics.			
Key HR Metrics: Time to Hire, Employee Turnover Rate, Cost per Hire, Employee Engagement, Absenteeism Rate, Training and Development Metrics, Performance Metrics, Diversity and Inclusion Metrics, Employee Satisfaction, Retention Rate, Compensation Metrics.			
Unit II	SUPPLY CHAIN AND MARKETING ANALYTICAL MEASURES	6 Hrs.	CO1,CO2

Introduction to Supply Chain Analytics: Overview of Supply Chain Analytics: Understanding the concept, importance, and benefits of supply chain analytics. Key Supply Chain Metrics: Inventory Metrics: Inventory turnover, days of inventory, and stockout rates. Supplier Metrics: Supplier lead time, on-time delivery, and supplier quality. Logistics Metrics: Transportation costs, delivery performance, and shipping accuracy			
Introduction to Marketing Analytics Overview of Marketing Analytics: Understanding the concept, importance, and benefits of marketing analytics. Key Marketing Metrics: Customer Acquisition Metrics: Cost per acquisition (CPA), conversion rates, and customer lifetime value (CLV)., Customer Engagement Metrics: Click-through rates (CTR), bounce rates, and time on site., Sales and Revenue Metrics: Return on investment (ROI), revenue growth, and sales performance.			
Unit III	FINANCE AND HUMAN RESSOURCE TECHNOLOGY TOOLS	6 Hrs.	CO3, CO4, CO5
FINANCE: QuickBooks: Introduction to QuickBooks, managing financial transactions, creating and sending invoices, tracking expenses and income, generating financial reports, understanding QuickBooks Online vs Desktop, QuickBooks support resources. Xerox Introduction Training: This course covers the basics of Xero, including navigating the software, setting up dashboards, creating invoices, managing contacts, inventory, and purchase orders Other Financial Management tools: Mint, Mvelopes, personal Capital, Future advisor, Money Dashboard, Moneydance, Pocketguard, Everydollar, Goodbudget, Yotta, Albert, Quicken, YNAB, Document 360, ZohoExpenses Accounting and finance digital tools: FreshBooks, QuickBooks, NetSuite, Xero HUMAN RESOURCE MANAGEMENT: HRIS (Human Resource Information System): Introduction to HRIS, Data and Information Needs, Sources of Data, IT for HR Managers. BambooHR: Time Off Management, Employee Satisfaction, Recruitment, Performance Management, Benefits Coordination, HR Information & Reporting, Onboarding, Payroll Processing, Compliance PeopleSoft: PeopleSoft Absence Management, PeopleSoft Talent Management, PeopleSoft Cloud Manager Online platforms: Zenefits, Monday etc.			
Unit IV	MARKETING AND OPERATIONS T TOOLS	6 Hrs.	CO3, CO4, CO5
MARKETING: Hubspot: Explore with hubspot, overview of HubSpot CRM, inbound marketing strategies, managing contacts and eals, email marketing, sales automation, analytics and reporting, utilizing HubSpot Academy for practical knowledge. Hootsuite Social media management basics, connecting social media accounts, scheduling and publishing posts, monitoring social media engagement, analyzing performance metrics, using Hootsuite for social media campaigns, Hootsuite Academy resources OPERATIONS MANAGEMENT: ASANA: Introduction to Asana, Projects and Tasks, Team Collaboration, Navigation, My Tasks, Asana Inbox. Marello: Order Management system, Inventory Management, Product Management, Point of Sale (POS), Customer Management, Analytics and Reporting			
Unit V	COMMUNICATION AND COLLABORATION TOOLS	6 Hrs.	CO3, CO4, CO5
SLACK: Channels, Direct Messages, Integrations: Connect with various third-party apps and services to enhance productivity, such as Google Drive, Trello, and GitHub.File Sharing, Voice and Video Calls, Bots: Use bots to automate tasks, provide information, and enhance team productivity. Customization. TRELLO: Introduction to Trello, Overview of Trello, Setting Up an Account, Creating a Board,			

Understanding Lists and Cards, Adding and Managing Members, using Comments and Attachments, Managing Notifications.

Reference Books

1. Financial Ratios eBook by CFI - <https://corporatefinanceinstitute.com/assets/CFI-Financial-Ratios-Cheat-Sheet-eBook.pdf>
2. Top 25 Human Resources KPIs - 2024 Edition by The KPI Institute
3. Supply Chain Metrics that Matter by Lora M. Cecere Released December 2014 Publisher(s): Wiley. ISBN: 9781118858110
4. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger.

Guidelines for Continuous Assessment of Theory Course	
Components for Continuous Assessment	Marks
Total 5 assignments will be given of 20 marks each. It include Short answer and long answer questions, Case Study, caselet, Presentations, Article Review, Presentation, Group Activity, Concept Map, Online Test etc. Total marks will be converted to 50.	50
