



DTE CODE: 4151

Tulsiramji Gaikwad-Patil

College of Engineering and Technology

Wardha Road, Nagpur-441108, Approved by AICTE, New Delhi,
Govt. of Maharashtra & Affiliated to RTM Nagpur University, Nagpur

An Autonomous Institute

College Code: 272



**Department of Master of Business
Administration**

**3rd Semester Scheme & Syllabus As Per
NEP-2020**



Tulsiramji Gaikwad-Patil College of Engineering & Technology, Nagpur



Accredited with NAAC A+ Grade

An Autonomous Institute Affiliated to RTM Nagpur University, Nagpur

Scheme of Instructions for Second Year Master of Business Administration

Semester-III (w.e.f.: AY 2025-26)

Sr. No	Course Category	Course Code	Course Title	L	T	P	Total contact Hrs	Credits	Exam Scheme				
									CT-1	CT-2	CA	ESE	TOTAL
1	IIP	MBA32301	Industry Internship Program (Summer internship)	-	-	12	12	6	-	-	50	50	100
2	MCC	MBA32302	MOOCS-1					2	-	-	-	-	-
3	PCC	MBA32303	Strategic Management	4	-		4	4	15	15	10	60	100
4	PCC	MBA32304	Corporate Social Responsibility	4			4	4	15	15	10	60	100
5	PCC	MBA32305	Geopolitics and Global Business Strategies	3			3	3	15	15	10	60	100
6	PROJ	MBA32306	(Project Phase-I) (Overall Project valuation- Assessment by Internal Examiner)			8	8	4	-	-	50	-	50
7*	PEC	MBA32307A-MBA32311A	Specialization -I A	4	-		4	4	15	15	10	60	100
8#	PEC	MBA32307B-MBA32311B	Specialization -I B	4	-		4	4	15	15	10	60	100
			Total	19		20	39	31	75	75	150	350	650

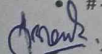
L- Lecture T-Tutorial P-Practical CT1-Class Test 1 CT2- ClassTest2

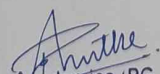
TA/CA- Teacher Assessment / Continuous Assessment

ESE- End Semester Examination (For Laboratory :End Semester Performance)

Note: - In semester -III each specialization will have one subject.

- * - Indicated Specialization 1.
- # - Indicates Specialization 2.


HOD


Dean Academics (PG)
Tulsiramji Gaikwad-Patil College
of Engineering and Technology


Dr. Pragati Patil
Vice-Principal
Tulsiramji Gaikwad Patil College of
Engineering & Technology, Nagpur



Tulsiramji Gaikwad-Patil College of Engineering and Technology

Wardha Road, Nagpur-441 108
NAAC Accredited (A+ Grade)



Program: Master of Business Administration

**Semester
III**

MBA32303: STRATEGIC MANAGEMENT

Teaching Scheme		Examination Scheme	
Theory	Theory	CT-I	15 Marks
Tutorial	Tutorial	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Business Ethics		Total Marks	100 Marks

Course Objectives:

1. The student will be able to evaluate alternative paradigms of strategy and their influence on strategic decision making.
2. The student will be able to analyze and develop the vision and mission statement for given organizations and will also be able to differentiate between the external and internal components of environment while performing SWOT analysis.
3. The student will be able to design and develop corporate level strategies for any organization
4. The student will be able to design/develop business level strategies for any organization.
5. The student will be able to evaluate all levels strategies and will also be design/develop functional level strategies for any organization

Course Contents

Unit I	Introduction to Strategic Management and Business Policy – Evolution of strategic management and business policy, understanding strategy, strategic decision making, schools of thought of strategy formation, introduction to strategy management.
Unit II	Strategic Intent and Strategy Formulation- Vision, Mission and Values, Organizational Values and their impact on strategy, preparation of vision and mission statement, organizational objectives.
Unit III	Competitive Strategy/ Business Level Strategy- Porter's competitive strategies, Resource Based theory, Competing for tomorrow's market.
Unit IV	Environmental Appraisal- Concept of environment, SWOT Analysis, Environmental Sectors, Environmental Scanning, Value Chain Analysis, Business Profile, Gap Analysis.
Unit V	Functional and Operational Implementation – Functional Strategy, Financial Plans and Policies, Marketing Plans and Policies, Personnel Plans and Policies, Operational Plans and Policies. Strategy Evaluation and Selection Techniques – Evaluation of Strategy, Assessing suitability, Life Cycle Analysis, Positioning.

Text Books	
T.1	Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication - Macmillan, India.
T.2	Strategic Management, 9 th Edition - John A Pearce II, Richard B Robinson, Jr Publication- Tata McGraw- Hill Publishing Company Limited, New Delhi.
Reference Books	
R.1	Crafting & Executive Strategy -14 th edition, Arthur A. Thompson Jr, A. J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
R.2	Management Policy & Strategic Management - R. M. Srivastava Publication - Himalaya Publishing House
R.2	Management Policy & Strategic Management - R. M. Srivastava Publication - Himalaya Publishing House
Useful Links	
1	www.ifpri.org/pubs/ib/ib11.pdf



	Course Outcomes	PO/PSO	CL	Class Sessions
MBA32303.1	Apply to the strategic plan.	PO2, PO3, PO5	3	8
MBA32303.2	Analyze and develop the vision and mission statement for given organizations.	PO2, PO3	4	8
MBA32303.3	Evaluate alternative paradigms of strategy and their influence on strategic decision making.	PO1, PO4	3	8
MBA32303.4	Differentiate between the external and internal components of environment while performing SWOT analysis	PO1, PO3, PO5	3	8
MBA32303.5	Design functional level strategies for any organization.	PO2, PO3, PO4	6	8

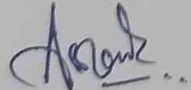
CO-PO Mapping

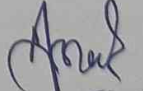
PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	3	3	3
CO2	2	2	3	3	2	3	3
CO3	3	3	2	3	3	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	1	2	2
Avg	3	3	2	3	2	3	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	-	10
Analyze	5	5	3	13
Evaluate	5	3	3	13
Create		2	4	12
TOTAL	15	15	10	60

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Program: Master of Business Administration							
Semester	Course Code	Name of Course	L	T	P	Credits	
III	MBA32303	STRATEGIC MANAGEMENT	40	-	-	4	
Summary of Revisions in the Contents							
Unit No.	Modifications Proposed		Source of collection of proposed content		Reason		
1.	Evolution of strategic management and business policy		AICTE Model Curriculum/ PCCOE Pune, University of north bengal		Strengthen PO- 4 & PO-5		
2.	Environmental Appraisal, Concept of environment SWOT Analysis		AICTE Model Curriculum// PCCOE Pune		Strengthen PO- 3 & PO-4		
3.	Corporate Parenting, Portfolio and other analytical models		AICTE Model Curriculum// PCCOE Pune		Strengthen PO- 1, PO-2, PO-4 & PO-5		
4.	Resource based theory Competing for tomorrow's market.		AICTE Model Curriculum// PCCOE Pune		Strengthen PO- 1, PO-2, PO-4		
5.	Marketing Plans and Policies Personnel Plans and Policies		AICTE Model Curriculum// PCCOE Pune		Strengthen PO- 1, PO-2		


 Course Coordinator


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Program: Master of Business Administration

Semester - III MBA32304: Corporate Social Responsibility & Sustainability

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Corporate governance , Social responsibility & sustainability			Total Marks 100 Marks

Course Objectives:

1. Given the concept of CSR, the future manager will be able to identify the various activities which can benefit the organization under the banner of CSR.
2. Given a chance, the future manager will be able to frame and recommend the CSR policy according to sustainable development.
3. Given the framework, the future manager will be able to plan the CSR activity according to the various laws and regulations.
4. Given the details pertaining to government and non-government organizations, the future manager will be able to ascertain the role of various stakeholders in CSR activities and incorporate the guidelines issued by regulatory guidelines in CSR policy.
5. Given the task of CSR, the future manager will be able to plan and implement various activities to be taken under CSR activity and evaluate its effectiveness.

Course Contents

Unit I	Introduction to CSR- Meaning & Definition of CSR, History & evolution of CSR, Motives of CSR, Benefits and Internal scope of CSR, Enterprise Social Responsibility, Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; environmental aspect of CSR; Chronological evolution of CSR in India.
Unit II	Framework of Social Orientations- Management and Social Theories , Five types of managers, organization classification. International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.
Unit III	CSR-Legislation In India & the world- Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board. The Drivers of CSR in India, Changing expectations of social responsibility, four faces of social responsibility, the regulatory environment in India Counter trends. Performance in major business and programs.
Unit IV	Identifying key stakeholders of CSR & their roles- Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations
Unit V	Current trends and opportunities in CSR- CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Text Books	
T.1	CV Baxi and Ajit Prasad, "Corporate Social Responsibility Concept and Cases, The Indian Experience", Excel Books, 2006, ISBN 81-7446- 449-2
T.2	Nayan Mitra, René Schmidpeter, "Corporate Social Responsibility in India: Cases and Developments After the legal mandate", Springer publications
Reference Books	
R.1	Corporate Social Responsibility in India. Trends, Issues and Strategies By Sateesh Gouda M, A.G. Khan, S.L. Hiremath, Anchor Academic Publishing, 2017, Pg-9-42 Corporate Social Responsibility: A Very Short Introduction By Jeremy Moon, Oxford University Press ,
R.2	Business Ethics, Text and cases by CSV Murthy , Himalaya Publishing House, ISBN 81-8318-418- 1, 2008, Pg 369-372
Useful Links	
1	https://globalcompactselfassessment.org/about this tool
2	http://egyankosh.ac.in/handle/123456789/8107
3	http://egyankosh.ac.in/handle/123456789/16465



	Course Outcomes	CL	Class Sessions
MBA32304.1	Apply the various activities which can benefit the organization under the banner of CSR.	3	4
MBA32304.2	Recommend the CSR policy according to sustainable development.	5	4
MBA32304.3	Discriminate CSR activity according to the various laws and regulations.	4	4
MBA32304.4	Decide the role of various stakeholders in CSR activities and incorporate the guidelines issued by regulatory guidelines in CSR policy.	5	4
MBA32304.5	Plan various activities to be taken under CSR activity and evaluate its effectiveness.	6	4

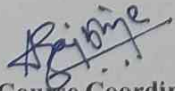
CO-PO Mapping

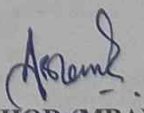
PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	3	2	3
CO2	3	2	3	3	3	2	2
CO3	2	2	3	3	3	1	1
CO4	3	3	2	2	2	2	2
CO5	2	3	2	2	1	2	3
Avg	3	3	2	2	2	2	2



Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60

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	Program: Master of Business Administration					
Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32304	Corporate Social Responsibility & Sustainability	40	-	-	4
Summary of Revisions in the Contents						
Unit No.	Modifications Proposed		Source of collection of proposed content		Reason	
1.	CSR activity according to the various laws and regulations		Sandip University, Nasik		Strengthen PO2 , PO3 , PO4	
2.	Role of Nonprofit & Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs.		RCOEM , Nagpur		Strengthen PO1 , PO2 , PO5	
3.	The Drivers of CSR in India, Changing expectations of social responsibility, four faces of social responsibility, the regulatory environment in India Counter trends. Performance in major business and programs.		RSCOE , Pune		Strengthen PO2 , PO3	


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Program : Master of Business Administration					
Semester-III		MBA32305: Geo Politics And Global Business strategies			
Teaching Scheme				Examination Scheme	
Theory	3Hrs/week			CT-I	15 Marks
Tutorial	-			CT-II	15 Marks
Total Credits	3			CA	10 Marks
Duration of ESE: 3Hrs.				ESE	60 Marks
Pre-Requisites: International Business Management, Macroeconomics and Microeconomics				Total Marks	100 Marks
Course Contents					
Unit I	Introduction to Geopolitics and Global Business- Definition and scope of geopolitics , Historical evolution of global political economy, Key geopolitical theories and their relevance to business, Interplay between geography, politics, and economics in global trade.				
Unit II	Global Political Institutions and Agreements - Role of international organizations (e.g., WTO, IMF, World Bank, UN), Impact of regional trade agreements (e.g., NAFTA, EU, ASEAN) on business, Analysis of bilateral and multilateral trade agreements, Understanding trade blocs and their economic implications.				
Unit III	Political Risk and Business Strategy - Identifying and assessing political risks in international markets, Strategies for risk mitigation and management, Case studies on political instability and business responses, Role of government policies and regulations in shaping business environments.				
Unit IV	Emerging Economies and Global Power Shifts - Rise of BRICS and other emerging markets, Shifts in global economic power and their business implications, China's Belt and Road Initiative and its global impact, India's role in the changing geopolitical landscape.				
Unit V	Contemporary Issues in Geopolitics and Business - Contemporary Issues in Geopolitics and business - Impact of climate change policies on global business, Cyber security and its geopolitical ramifications, Global health crises (e.g., pandemics) and supply chain disruptions, Ethical considerations and corporate social responsibility in geopolitically sensitive regions.				
Text Books					
T.1	"The Globalization of World Politics" by John Baylis, Patricia Owens, and Steve Smith.				
T.2	"International Business: Competing in the Global Marketplace" by Charles W. L. Hill.				

Reference Books	
R.1	"Geopolitics: A Very Short Introduction" by Klaus Dodds..
R.2	"Global Political Economy" by Robert O'Brien and Marc Williams.
Useful Links	
1	https://nptel.ac.in/courses/109105198

	Course Outcomes	CL	Class Sessions
MBA32305.1	Analyze the influence of geopolitical factors on international business decisions.	3	8
MBA32305.2	Evaluate the role of global institutions and agreements in shaping business strategies.	5	8
MBA32305.3	Develop risk assessment models for political and economic uncertainties.	5	8
MBA32305.4	Formulate strategic responses to geopolitical challenges in various markets.	3	8
MBA32305.5	Demonstrate awareness of ethical and social responsibilities in global business operations .	4	8

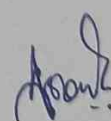
CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	3	2	2	3	3
CO2	2	3	2	2	2	3	3
CO3	3	2	3	3	3	-	3
CO4	2	3	3	2	3	2	3
CO5	3	2	2	3	2	2	2
Avg	2	3	2	3	2	3	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60


Course Coordinator


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Program: Master of Business Administration

Semester-III MBA32307 (A) : Training And Development

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3Hrs		ESE	60 Marks
Pre-Requisites: Human Resource Management, Organizational Behavior		Total Marks	100 Marks

Course Objectives:

1. Students should be able to explain the importance of Human Resource Management for an organization and also distinguish between Personnel and HR Management.
2. For a given job profile, students should be able to develop a job analysis and produce a job description and job specification.
3. Students should be able to design a Human Resource Plan for an organization and construct its Selection Process
4. Students should be able to justify the applicability of various techniques of Training
5. Students should be able to outline the performance appraisal process and identify and explain the utility of various modern and traditional methods of Performance Appraisal.

Course Contents

Unit I	Training, Development & Learning: Nature & Significance of training, Scope & Objectives of training, Benefits of training, Principles of Adult Learning, Difference between Training, Development & Learning.
Unit II	Training Need Analysis : Identification of training needs, Thayer & McGhee Model, Areas of training, Responsibilities for providing training,
Unit III	Training Design & Methods of Training : Perspectives for Designing Training, methods of On the Job Training & Off the Job Training,
Unit IV	Management Development: Concept & Importance of Management Development Programs (MDP's), Steps in MDP's, Prospective pitfalls, Methods and Techniques of MDP's.
Unit V	Tools for Effective Training: Teaching aids and techniques, Audio-visual aids, Skills of an Effective Trainer: Communication skills, Knowledge, Training styles, Power of Body Language, Developing creativity, in the organization.

Text Books	
T.1	Training and Development by G. P. Naik published by Excel Books, New Delhi in September 2007
Reference Books	
R.1	Effective Human Resource Training and Development Strategy - Dr. B. Rathana Reddy Publication Himalaya Publication House.
R.2	Human Resource and Personnel Management - Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd.
R.3	Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education
Useful Links	
1	https://nptel.ac.in/courses/110/105/110105145/

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA32307 (A) :.1	Determine the Factors of Training & Development.	PO2, PO3, PO5	3	8
MBA32307 (A):.2	Identify the training needs and responsibilities.	PO2, PO3	4	8
MBA32307(A):.3	Examine the training design & methods of training.	PO1, PO4	3	8
MBA32307(A):.4	Choose the methods of Management Development.	PO1, PO3, PO5	3	8
MBA32307(A):.5	Build the various tools used for effective training.	PO2, PO3, PO4	6	8



CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	3	3	3
CO2	2	2	3	3	2	3	3
CO3	3	3	2	3	3	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	1	2	2
Avg	3	3	2	3	2	3	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24

Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

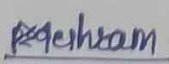
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Program: Master of Business Administration



Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32307 (A)	Training And Development	40	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	Training, Development & Learning: Nature & Significance of training, Scope & Objectives of training, Benefits of training, Principles of Adult Learning, Difference between Training, Development & Learning.	AICTE Model Curriculum// Old RTMNU Syllabus, RCOEM	Strengthen PO- 4 & PO-5
2.	Training Need Analysis	AICTE Model Curriculum// Old RTMNU Syllabus, RSCOE	Strengthen PO- 3& PO-4
3.	Training Design & Methods of Training	AICTE Model Curriculum// Old RTMNU Syllabus, RSCOE	Strengthen PO- 1,PO-2, PO-4 & PO-5
4.	Management Development Programs	AICTE Model Curriculum// Old RTMNU Syllabus, RCOEM	Strengthen PO- 1,PO-2, PO-4
5.	Tools for Effective Training	AICTE Model Curriculum// Old RTMNU Syllabus, RCOEM	Strengthen PO- 1,PO-2


Course Coordinator


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Program: Master of Business Administration				
Semester-III		MBA32308(A) : Sales and Distribution Management		
Teaching Scheme		Examination Scheme		
Theory	4Hrs/week	CT-I	15 Marks	
Tutorial	-	CT-II	15 Marks	
Total Credits	4	CA	10 Marks	
Duration of ESE: 3Hrs		ESE	60 Marks	
Pre-Requisites: Marketing Management, Organization behavior, Business Ethics		Total Marks	100 Marks	
Course Objectives:				
1.	Students are able to identify appropriate Sales Forecasting method to be adopted by a company			
2.	Students are able to design an effective Sales Compensation Plan for Sales Executive			
3.	Students are able to outline different levels of Marketing channel used by the company.			
4.	Students are able to describe the process ofSupply Chain and Reverse Logistics			
5.	Students are able to develop e-retailing strategy as a channel of distribution			
Course Contents				
Unit I	Introduction to Sales Management - Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions, Estimating market and Sales Potentials			
Unit II	Sales Organization – Setting up a sales organization, Personal Selling, Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force, Territory Management, Sales Budget, Sales Quota			
Unit III	Physical Distribution – Definition, Importance – participants in physical distribution process - Different forms of channels - Functions of Marketing Channels, Unconventional channels - Channel Intermediaries – Wholesaling and Retailing , Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi -channel marketing Systems.			
Unit IV	The Basics of Supply Chain Management - Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions			
Unit V	New Trends in Sales Management - Introduction, Sales Management Information System, Relationship Marketing, , International Sales Management, Challenges Faced by International Sales Managers, Role of E-commerce in Selling- E-commerce and e-retailing - E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.			
Text Books				

T.1	Sales and Distribution Management: Text and Cases, 3rd Edition, Krishna K Havaladar & Vasant M Cavale, McGraw Hill Education, ISBN13: 978-935260773
T.2	Sales and Distribution Management, 2nd Edition, Tapan K Panda & Sunil Sahadeva, Oxford; ISBN-13: 978-019807704
Reference Books	
R.1	Sales and Distribution Management: A Practice based approach, Ramendra Singh, Vikas Publishing, ISBN-13: 978-932599406
R.2	Sales Management: Concepts and Cases, 10ed, ISV, William L. Cron & Thomas E. Decarlo, Wiley, ISBN-13: 978-8126526383
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/



	Course Outcomes	PO/PSO	CL	Class Sessions
MBA32308(A).1	Interpret appropriate Sales Forecasting method to be adopted by a company.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	8
MBA32308(A).2	Sketching an effective Sales Compensation Plan for Sales Executive.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	3	8
MBA32308(A)..3	Design outline different levels of Marketing channel used by the company.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	6	8
MBA32308(A).4	Illustrate the process of Supply Chain and Reverse Logistics.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	4	8
MBA32308(A).5	Develop e-retailing strategy as a channel of distribution.	PO1,PO2,PO3,PO4,PO5,PSO1,PSO2	6	8

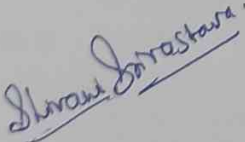
CO-PO Mapping


PO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	3	3	2	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	3	3	2	1	3
CO4	3	3	2	3	2	2	3
CO5	2	3	3	2	2	2	2
Avg	2	3	3	3	2	2	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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	Program: Master of Business Administration					
Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32308 (A)	Sales and Distribution Management	40	-	-	4
Summary of Revisions in the Contents						
Unit No.	Modifications Proposed		Source of collection of proposed content		Reason	
1.	The Basics of Supply Chain Management		Sikkim Manipal University		Strengthen PO-4&To understand the distribution chain	
2.	New Trends in Sales Management		Sikkim Manipal University		Strengthen PO-4& To understand the recent trends in the Marketing	


 Course Coordinator


 HOD (MBA)
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 College of Engg. & Tech.
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Program: Master of Business Administration

Semester-III MBA32309(A): Investment Analysis & Portfolio Management

Teaching Scheme		Examination Scheme	
Theory	4Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3Hrs		ESE	60 Marks
Pre-Requisites: Finance , Business Economics , Management		Total Marks	100 Marks

Course Objectives:

1. The student will be able to apply concept of time value of money in computing the value of fixed income securities. The student will also be able to understand the relationship between interest rates, yield and bond prices.
2. The student will be able to compute and compare the value of a company's equity share with other company's equity by using various methods and tools of equity valuation
3. The student will be able to build and evaluate the relationship between the concept of risk and return and will be able to relate its implication on creating portfolio
4. The student will be able to learn the theoretical concepts of underlying the portfolio creation
5. The student will be able to assess the tools and strategies for portfolio creation and evaluation and will also be able to evaluate the portfolios of mutual funds by using the tools of portfolio evaluation

Course Contents

Unit I	FIXED-INCOME VALUATION: Introduction. Bond Prices and the Time Value of Money: Bond Pricing with a Market Discount Rate, Yield-to-Maturity, Relationships between the Bond Price and Bond Characteristics. The Maturity Structure of Interest Rates. Yield Spreads: Yield Spreads over Benchmark Rates, Yield Spreads over the Benchmark Yield Curve.
Unit II	EQUITY VALUATION – CONCEPTS AND BASIC TOOLS: Introduction. Estimated Value and Market Price. Major Categories of Equity Valuation Models: Present Value Models: The Dividend Discount Model; Background and Description of the Dividend Discount Model. The Gordon Growth Model, Multistage Dividend Discount Models. Multiplier Models: Relationships among Price Multiples, Present Value Models, and Fundamentals; The Method of Comparable; Illustration of a Valuation Based Return Price Multiples; Enterprise Value, Asset-Based Valuation Investment

Unit III	PORTFOLIO RISK AND RETURN – PART I: The Concept of Market Efficiency, Forms of Market Efficiency , Random Walk Theory, Investment Characteristics of Assets: Return, Other Major Return Measures and their Applications, Variance and Covariance of Returns, Historical Return and Risk, Other Investment Characteristics. Portfolio Risk: The Concept of Risk Aversion, Portfolio of Two Risky Assets, Portfolio of Multiple Risky Assets, The Power of Diversification.
Unit IV	PORTFOLIO RISK AND RETURN – PART II: Efficient Frontier and Investor's Optimal Portfolio: Investment Opportunity Set, Minimum-Variance Portfolios, A Risk-Free Asset and Multiple Risky Assets, Optimal Investor Portfolio, Capital Market Theory: Portfolio of Risk Free and Risky Assets, The Capital Market Line. Pricing of Risk and Computation of Expected Return: Systematic Risk and Non-systematic Risk, Calculation and Interpretation of Beta. The Capital Asset Pricing Model: Assumptions of the CAPM, The Security Market Line, Applications of the CAPM.
Unit V	PORTFOLIO MANAGEMENT – Specification of Investment Objectives and Constraints, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation, Portfolio and Mutual fund Performance evaluation – Sharpe Ratio, Treyn or Ratio, Jensen's Alpha, Sortino Ratio and M2.
Text Books	
T.1	Investment Analysis and Portfolio Management, S. Kevin, 2d Edition, PHI Learning, ISBN-13: 978-8120351301
T.2	Investment Analysis and Portfolio Management, 6e, Donald E. Fischer & Ronald J. Jordan, Pearson Education India, ISBN-13: 978-8177588118
Reference Books	
R.1	Investment Analysis and Portfolio Management, M. Ranganathan & R. Madhumathi, 2nd edition, Pearson Education India ISBN-13: 9788131759202
R.2	Investment Analysis and Portfolio Management, V. A. Avadhani, 12th Edition, Himalaya Publishing House, ISBN-13: 978-9352029921
Useful Links	
1	https://nptel.ac.in/courses/110/105/110105121/

	Course Outcomes	PO	CL	Class Sessions
MBA32309(A).1	Apply concept of time value of money in computing the value of fixed income securities.	PO2, PO3, PO5	3	8

MBA32309(A).2	Compute and compare the value of a company's equity share with other company's equity by using various methods and tools of equity valuation.	PO2, PO3	4	8
MBA32309(A)..3	Build and evaluate the relationship between the concept of risk and return and will be able to relate its implication on creating portfolio.	PO1, PO4	3	8
MBA32309(A).4	Explain the theoretical concepts of underlying the portfolio creation.	PO1, PO3, PO5	3	8
MBA32309(A).5	Evaluate the portfolios of mutual funds by using the tools of portfolio evaluation.	PO2, PO3, PO4	6	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	3	3	2	2	2
CO2	3	3	2	3	3	3	3
CO3	2	3	3	3	2	1	1
CO4	3	3	2	3	2	2	1
CO5	2	3	3	2	2	2	2
Avg	2	3	3	3	2	2	2

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60



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Program: (M.B.A) Master of Business Administration



Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32309	Investment Analysis & Portfolio Management	40	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	PORTFOLIO RISK AND RETURN – PART I: The Concept of Market Efficiency, Forms of Market Efficiency, Random Walk Theory, Investment Characteristics of Assets: Return, Other Major Return Measures and their Applications, Variance and Covariance of Returns, Historical Return and Risk, Other Investment Characteristics. Portfolio Risk: The Concept of Risk Aversion, Portfolio of Two Risky Assets, Portfolio of Multiple Risky Assets, The Power of Diversification.	Ramdeobaba College of Engineering, Nagpur	Strengthening PO2, PO3, PO5

Prakasham
Course Coordinator

Prakasham
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Program: Master of Business Administration				
Semester-III	MBA32310(A) : Logistics and Supply Chain Management			
Teaching Scheme			Examination Scheme	
Theory	4Hrs/week		CT-I	15 Marks
Tutorial	-		CT-II	15 Marks
Total Credits	4		CA	10 Marks
Duration of ESE: 3Hrs			ESE	60 Marks
Pre-Requisites:Quantitative Techniques, Research Methodology			Total Marks	100 Marks
Course Objectives:				
1.	Students will be able to analyze the business requirement and apply supply chain strategies			
2.	Students will be able to design effective distribution network for a company			
3.	Students will be able to reduce transportation costs by applying optimization techniques			
4.	Students Will be able to understand the supply chain requirement as per the resources available			
5.	Students will be able to measure the performance of the supply by applying various metrics in different areas			
Course Contents				
Unit I	Supply Chain Management: Concept, Decision Phases in Supply chain, Supply chain strategies, Drivers of supply chain performance, competitive advantage through supply chain management.			
Unit II	Supply Chain Network: Factors influencing distribution network design, Design options for Supply Chain Management, Text and Cases, distribution network, Designing distribution network in various business applications, E- supply chain, and impact of uncertainty on network design.			
Unit III	Network Optimization: Optimization approach and techniques, Role of transportation in supply chain, factor influencing transport decisions, modes of transportation and selection process Warehousing Management, Logistics –Elements of Logistics Management – Distribution Management – Distribution Strategies – Inventory Management –Transportation Management –Fleet management – Containerization Ware Housing –Packing for Logistics –Third party Logistics –Technology Components Reverse Logistics			
Unit IV	Procurement and Suppliers Relationship: Procurement overview, Purchase process and purchasing cycle, Supplier Relationship Management, Supplier segmentation and Supplier evaluation			

Unit V	SCM Performance Measures: Importance of performance measure, Introduction to SCOR Model, Types of Performance Measures – Productivity Measure, Quality Measure, Customer Service Measure and Cost Measure
Text Books	
T.1	Operations and Supply Chain Management, 8ed, ISV, Russel & Taylor, 8th Edition, Wiley, ISBN-13: 978-8126556823
T.2	Supply Chain Management, 6th Edition, Sunil Chopra, Peter Meindl & D. V. Kalra, Pearson Education India, ISBN-13: 978- 9332548237
T.3	Supply Chain Management: Strategy, Planning, and Operation, Global Edition, 7th Edition, Sunil Chopra, Pearson Education India, ISBN-13: 978- 1292257891
Reference Books	
R.1	Supply Chain Management, Text and Cases, By V. V. Sople, Pearson Publications, Chapter 1 Supply Chain Management, A Managerial Approach, By Amit Sinha & Herbert Kotzab, McGrawHill Publication, Chapter 2 Supply Chain Management, Text and Cases, By Janat Shah, Pearson Publication, Chapter 2
R.2	Supply Chain Network: Factors influencing distribution network design, Design options for Supply Chain Management, Text and Cases, By Janat Shah, Pearson Publication, Chapter 6
R.3	Supply Chain Management, A Managerial Approach, By Amit Sinha & Herbert Kotzab, McGrawHill Publication, Chapter 9 and 12
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/



	Course Outcomes	PO/PSO	CL	Class Sessions
MBA32310(A).1	Analyze the business requirement and apply supply chain strategies	PO1,PO2,PO4,PO5,PSO1,PSO2	3	8
MBA32310(A).2	Design effective distribution network for a company.	PO1,PO2,PO4,PO5,PSO1,PSO2	6	8
MBA32310(A).3	Explain reduce transportation costs by applying optimization techniques.	PO1,PO2,PO4,PO5,PSO1,PSO2	4	8
MBA32310(A).4	Determine the supply chain requirement as per the resources available by identifying the non-value added services within the supply chain.	PO1,PO2,PO4,PO5,PSO1,PSO2	5	8
MBA32310(A).5	Measure the performance of the supply by applying various metrics in different areas.	PO1,PO2,PO4,PO5,PSO1,PSO2	5	8

CO-PO Mapping

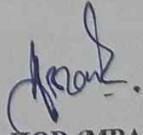
PO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	2	2	2	2	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	2	2	2
Avg	3	3	2	3	2	2	3

Assessment Pattern(with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60

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Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32310(A)	Logistics and Supply Chain Management	40	-	-	4
Unit No.	Modifications Proposed	Source of collection of proposed content	Reason			
3.	Logistics	Datta Meghe Institute of Management	To understand the basics of Logistics.			


 Course Coordinator


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Program: Master of Business Administration

Semester-III MBA32311(A): Database Administration

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3Hrs		ESE	60 Marks
Pre-Requisites: Information Technology		Total Marks	100 Marks

Course Objectives:

1. The student will be able to **identify** and **use** Interactive data administration software desktop tools and will also be able to **create** Interactive data administration software desktop workspace
2. The student will be able to **connect** data and will also be able to **use** Interactive data administration software's File Types effectively.
3. The student will be able to create analytics pane and will also be able to use Sort , Filters ,Sets , Groups and Hierarchy functions
4. The student will be able to **create** calculations to enhance the data administration.
5. The student will be able to **build** effective dashboard

Course Contents

Unit I	Job Specifications of Data Base Administration. Overview of Memory structure, process structure and storage structure of Oracle , Installation of Oracle using Oracle Universal Installer
Unit II	Create database using DBCA, startup and shutdown of oracle using log and tracefiles and data dictionary
Unit III	Configure and manage oracle network, create and manage tablespaces
Unit IV	Create and manage database user accounts, privileges, role and profiles
Unit V	Monitor and resolve locking conflicts, manage undo

Text Books

T.1	Oracle 9i, 10g or 11g Manuals
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Reference Books

R.1	Database Administration: The Complete Guide to Practices and Procedures by Craig Mullins DBA Survivor Expert Oracle Database Administration by Sam Alapati, Dreamtech Press
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Useful Links

1	www.databasejournals.com
2	www.dbametrics.com

	Course Outcomes	PO/PSO	CL	Class Sessions
MBA32311(A).1	Determine duties and responsibilities of a Data Base Administrator	PO1, PO2, PO4	3	8
MBA32311(A).2	Facilitate DBA skills through select tasks	PO3, PO5,	5	8
MBA32311(A).3	Customize oracle network and manage table spaces	PO1, PO3, PO5	4	8
MBA32311(A).4	Create database tables and manage profiles.	PO2, PO4, PO5	6	8
MBA32311(A).5	Reframe locking system to prevent data.	PO1, PO2	5	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	3	2	3	3
CO2	2	3	2	2	2	1	2
CO3	3	3	2	2	2	2	1
CO4	3	3	3	2	3	1	1
CO5	3	2	2	3	2	2	2
Avg	3	3	2	2	2	3	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	3	12
Analyze	5	5	3	24
Evaluate	5	5	4	24
Create	-	-	-	-
TOTAL	15	15	10	60



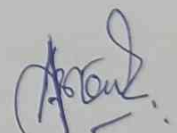
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Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32311(A)	Database Administration	40	-	-	4
Summary of Revisions in the Contents						
Unit No.	Modifications Proposed	Source of collection of proposed content	Reason			
1.	Create and manage database user accounts, privileges, role and profiles	RSCOE , Pune	Strengthening PO1 , PO2 , PO5			
2.	Monitor and resolve locking conflicts, manage undo	RSCOE , Pune	Strengthening PO3 , PO4 , PO5			


Course Coordinator


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Program: Master of Business Administration

Semester - III **MBA32307(B): Performance Management**

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Human Resource Management, Organizational Behavior		Total Marks	100 Marks

Course Objectives:

1.	Students should be able to distinguish the concept of Performance appraisal & Performance Management and also should be able to establish relationship of performance management with Strategic Planning.
2.	Students should be able to determine the Mechanism of Performance Management, and also explain the various steps in performance planning and performance execution.
3.	Students should be able to justify the use of various modern and traditional methods of Performance Appraisal under given situation.
4.	Students should be able to justify the use of various Performance Assessment Models under given situations; also the student should be able to determine the steps of giving a constructive feedback.
5.	Students should be able to discuss the importance and Principles of ethics in performance management.

Course Contents

Unit I	Introduction to Performance Management: Concept – Performance appraisal, Performance Management, Performance management system, Objectives and functions of Performance Management system, Linkage of Performance Management to strategic planning.
Unit II	Process of Performance Management: Introduction to Performance Management Process, Performance Management Planning Process, Mechanism of Performance Management Planning and Execution.
Unit III	Performance Appraisal: Definitions & Objectives of PA and Characteristics of PA, Importance, Advantages & Disadvantages of PA, Process of PA, Pitfall of PA, Achieving effective PA, Methods of PA, Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods
Unit IV	Models for Assessing Performance-Balance score card; Objectives and process of Performance monitoring, Performance management linked with reward systems. Building a High Performance culture-Performance Management & Employee Development.
Unit V	Ethics in Performance Appraisal: Ethics – An Overview, Ethics in Performance Management, Principles of ethical performance management Ethical issues and dilemmas in performance management

Text Books

T.1	Human Resource Management: Text and Cases, V. S. P. Rao, Excel Books, ISBN-13: 978-8174464484
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T.2	Human Resource Management: Text and Cases, 6th Edition, K. Aswathappa, McGraw Hill Education, ISBN-13: 978-0070682139
Reference Books	
R.1	Human Resource Management, 15th Edition, Gary Dessler, Pearson Education, ISBN-13: 978-9352862658
R.2	Performance Management: Concepts, Skills and Exercises, 2nd Edition, Robert L Cardy & Brian Leonard, Prentice Hall India Learning Private Limited, ISBN-13: 978-8120343238
Useful Links	
1	https://nptel.ac.in/courses/110/105/110105154/



	Course Outcomes	CL	Class Sessions
MBA32307(B).1	Distinguish the concept of Performance appraisal & Performance Management.	3	8
MBA32307(B).2	Determine the Mechanism of Performance Management, various steps in performance planning and performance execution.	3	8
MBA32307(B).3	Evaluate the use of various modern and traditional methods of Performance Appraisal under given situation.	5	8
MBA32307(B).4	Justify the use of various Performance Assessment Models under given situations.	4	8
MBA32307(B).5	Establish the importance and Principles of ethics in performance management.	3	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	2	2	3	3	3
CO2	2	2	3	3	3	3	3
CO3	2	2	3	3	3	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	1	2	2
Avg	2	3	2	3	2	3	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60

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Program: Master of Business Administration								
Semester	Course Code	Name of Course	L	T	P	Credits		
III	MBA32307(B)	Performance Management	40	-	-	4		
Summary of Revisions in the Contents								
Unit No.	Modifications Proposed		Source of collection of proposed content			Reason		
1.	Performance Management Concept		AICTE Model Curriculum// Old RTMNU Syllabus, Pimpri chinchwad College of Engg			Strengthen PO-2 & PO-5		
2.	Process of Performance Management		AICTE Model Curriculum// New RTMNU Syllabus, RCOEM			Strengthen PO- 3, PO-4, PO-5		
3.	Performance Appraisal		AICTE Model Curriculum// New RTMNU Syllabus, RSCOE			Strengthen PO- 3, PO-4, PO-5		
4.	Models for Assessing Performance-Balance score card		AICTE Model Curriculum// New RTMNU Syllabus, RCOEM			Strengthen PO-1, PO-2, PO-4		
5.	Ethics in Performance Appraisal		AICTE Model Curriculum// New RTMNU Syllabus, RCOEM			Strengthen PO-1, PO-2		

Shivani Srivastava
Course Coordinator

[Signature]
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Program: Master of Business Administration

Semester - III **MBA32308(B): Digital and Social Media Marketing**

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Marketing Management, Organization Behavior, Business Ethics		Total Marks	100 Marks

Course Objectives:

1. Students will be able to understand the concept of marketing in digital environment.
2. Students will be able to understand the concept of digital marketing research to examine online consumer behavior and imagine its utility in online marketing strategies
3. Students will be able to understand the search engines and its utility in digital marketing area.
4. Students will be able to use the different social media in digital marketing and evaluate their use in actual marketing campaigns
5. Students will be able to create online reputation for organizations they serve. Students will also be able to understand the current trends in digital marketing area and estimate future trends in it.

Course Contents

Unit I	Introduction: Digital Marketing and its Significance. Traditional marketing V/s digital marketing. Marketing in digital environment, Introduction to E-commerce, types of E-commerce & business models, advantages & Disadvantages, hybrid & multi-channel options, online media and types.
Unit II	Digital marketing research: Features of marketing research, steps in marketing research, methods of digital marketing research, audience profiling and segmentation. The internet: uses, purposes, online consumer behavior, direct marketing. Online research methods, behavioral targeting, blogs and types, building customer profiles, competitor analysis, integrating online strategies, offline marketing strategies.

Unit III	Search Engine Marketing: Introduction, email campaign creation and management, search and display on search engines, pricing models, page rankings, search engine optimization (SEO) and process, key words, search engine marketing (SEM), paid and natural search, and search methodology.
Unit IV	Social Media: Introduction to social media, Facebook, LinkedIn, Twitter, YouTube, creating a channel on YouTube, social media measuring, forums and discussion boards, forums and communities, blogs, viral campaigns, building online relationships with different stakeholders. Mobile Marketing Fundamentals, Mobile consumers, Digital consumption, M commerce, Technological change and marketing, Overview of mobile and app based marketing, Mobile websites, Conducting Mobile Audits, Strategic objectives, Ethical issues in SMM
Unit V	Online Reputation and Recent Trends: Introduction, reputation management process, features of online reputation management, strategies and tools of online reputation management, handling negative comments, recent trends in digital marketing, localization of content and advertising, marketing using mobile networks, journey from traditional to mobile banking, consumer engagement and methods.
Text Books	
T.1	Internet Marketing: Start to Finish, Catherine Joun, Dunlie Greiling, Pearson, 2012.
T.2	Facebook Marketing: Designing Your Next Marketing Campaign, Justin Levy, Pearson, 2011.
Reference Books	
R.1	Advertising, Promotion and other Aspects of Marketing, Terence Shimp, Craig Andrews, Cengage Learning, 2016.
R.2	Online Retailing: A New Paradigm, The ICFAI University Press, 2008.
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

	Course Outcomes	CL	Class Sessions
MBA32308(B).1	Determine the use of various channel options available for digital marketing.	3	8
MBA32308(B).2	Apply the concept of digital marketing research.	3	8
MBA32308(B).3	Measure search engines and their utility in digital marketing area.	5	8
MBA32308(B).4	Explain the utility of different social media in digital marketing and evaluate their use, as future managers, in actual marketing campaigns.	4	8
MBA32308(B).5	Create favorable online reputation, later, as future managers, for organizations they serve.	6	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	2	3	3	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	2	3	3	-	3
CO4	2	3	2	3	2	2	3
CO5	3	3	2	2	1	2	2
Avg	2	3	2	3	2	2	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



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Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32308(B)	Digital and Social Media Marketing	40	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
3.	Mobile Marketing	Ramdeobaba College of Engineering and Management Curriculum	To understand the new methods of digital marketing
3.	Ethical issues in SMM	Datta meghe Institute of Management	To understand the basics ethics that should be involve in the digital Marketing

Mausika
Course Coordinator

[Signature]
HOD (MBA)
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Program: Master of Business Administration

Semester - III
MBA32309(B): Project Appraisal And Finance

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Finance, Project Appraisal		Total Marks	100 Marks

Course Objectives:

1.	The student will be able to assess capital budgeting decisions under uncertain and risk bearing situation and will also be able to build and interpret the decision tree approach for decision making
2.	The student will be able to choose between acquisition of long term assets either through lease or financing methods and will also be able to learn process of Private Equity and Venture Capital
3.	The student will be able to compare the various theories of capital structure and will be able to determine the impact of debt equity mix on value of firm
4.	The student will be able to evaluate and compare the pre and post merger financial position of the firms.
5.	The student will be able to determine/ estimate the cash requirement in a firm and will also be able to evaluate the impact of trade receivable policy of a firm on its profitability.

Course Contents

Unit I	Long-term Investment Decisions: Capital Budgeting–Identification of Cash Flows and evaluation of proposals, Risk and Uncertainty Analysis, Certainty Equivalent Approach, Sensitivity Analysis, Probability Distribution Approach and Decision Tree Approach
Unit II	Leasing, Hire-purchase & Project Finance –Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.
Unit III	Capital structure & Value of firm - Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory, Pecking order theory, Factors determining Capital Structure, Financial Distress, Project Financing and Project Beta
Unit IV	Mergers & Acquisitions – M & A –Exchange ratio Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
Unit V	Management of Cash - Motives of holding cash, factors determining the cash balance, Managing the cash flow, Cash budget, Reports for control, Cash collection & disbursement, Options for investing surplus funds & strategies for managing surplus funds, Models- The Baumol model, The Beranek Model, The Miller-Orr Model, Management of Receivables - Credit policies, Evaluating the debtors, Credit analysis & decision, Credit terms & collection policies, Control of accounts receivables, Heuristic approach, Factoring and forfeiting.

Text Books

T.1	Financial Management, I M Pandey, 10th Edition, Vikas Publishing House Pvt Ltd, ISBN:
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	9788125937142
T.2	Financial Management, Comprehensive Text book with Case studies, M. Ravi Kishore, 7th Edition, Taxmann Publications, ISBN: 9788171945207
Reference Books	
R.1	Financial Management: Theory and Practice, Prasanna Chandra, 9th Edition, ISBN-13: 978-9339222574
R.2	Financial Management: Problems & Solutions, AN Sridhar and Padmavati Sridhar, 5th Edition, Packet Publishers, ISBN: 9789350238929
Useful Links	
1	https://nptel.ac.in/courses/110/107/110107144/



	Course Outcomes	CL	Class Sessions
MBA32309(B).1	Explain the capital budgeting decisions under uncertain and risk bearing situation.	3	8
MBA32309(B).2	Choose between acquisitions of long term assets either through lease or financing methods.	5	8
MBA32309(B).3	Compare the various theories of capital structure and will be able to determine the impact of debt equity mix on value of firm.	4	8
MBA32309(B).4	Evaluate and compare the pre and post merger financial position of the firms.	3	8
MBA32309(B).5	Determine/ estimate the cash requirement in a firm and will also be able to evaluate the impact of trade receivable policy of a firm on its profitability.	4	8

CO-PO Mapping


PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	3	3	3	2	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	3	3	2	2	1
CO4	3	3	2	3	2	2	1
CO5	2	3	3	2	2	1	2
Avg	2	3	3	3	2	2	2

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60

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Program: Master of Business Administration							
Semester	Course Code	Name of Course	L	T	P	Credits	
III	MBA32309(B)	Project Appraisal And Finance	40	-	-	4	
Summary of Revisions in the Contents							
Unit No.	Modifications Proposed		Source of collection of proposed content			Reason	
1.	Capital structure & Value of firm - Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory , Pecking order theory, Factors determining Capital Structure, Financial Distress, Project Financing and Project Beta		Symbiosis College , Nagpur			Strengthening PO2 , PO5 , PSO1	
2.	Mergers & Acquisitions – M & A – Exchange ratio Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.		Symbiosis College , Nagpur			Strengthening PO3 , PO4 , PSO2	


Course Coordinator


HOD (MBA)
MBA Dept.
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Program: Master of Business Administration

Semester - III **MBA32310(B): Operation Research**

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Operation Management, Quantitative Techniques		Total Marks	100 Marks

Course Objectives:

1. The students will be able to attempt operation related problems by suggesting various operation research tools.
2. The students will be able to analyze LPP and Game Problems and find solutions for business decisions.
3. The students will be able to analyze and evaluate assignment problems to find solutions.
4. The students will be able to analyze and evaluate Transportation problems to optimize costs.
5. The students will be able to apply PERT/ CPM tools for optimizing time and cost in project management.

Course Contents

Unit I	Introduction to Operation Research: Concept of Operation research, Main phases of operation research, Problem solving and decision making. Application of Operation research in Business.
Unit II	Linear Programming & Game Theory: Formulation of Linear Programming problems, graphical method for solution of LPP, Game models, 2 persons, zero sum games and their solutions. Solution of $2 \times n$ and $m \times 2$ games by graphical methods.
Unit III	Assignment: Assumptions and formulation of Assignment problems, Hungarian method, Maximization problems. Network Models - Shortest path problem, Successive shortest path problem, Maximum flow problem, Minimum Cost flow problem.
Unit IV	Transportation: Steps involved in transportation problems, Initial feasible solutions – NWCR, LCM, VAM, Testing degeneracy, testing optimality, MODI method. Travelling salesman Problem (TSP) - Branch and bound algorithm for TSP, Heuristics for TSP, Chinese Postman Problem, Vehicle Routing Problem.
Unit V	PERT / CPM: Network rules and network diagrams, calculation of Earliest Start and Finish Times, Latest Start and Finish Times, identification of critical path, and project duration.

Text Books

T.1	Operations Research, 7th Edition, PK Gupta & DS Hira, S Chand ISBN-13: 978-8121902816
T.2	Operations Research—Introduction to Management Science, Kanti Swaroop, PK Gupta, Man Mohan, Sultan Chand and Sons, ISBN-13: 978-9351611011
T.3	Operations Research: An Introduction, 9e Hamdy A Taha, Pearson Education India, ISBN-13: 978-9332518223

Reference Books

R.1	Operations Research: Principles and Applications, 3rd Edition, G. Srinivasan, PHI Learning Private Limited, ISBN-13: 978-8120353107
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R.2	J K Sharma, Operations Research Problems Solution, McMillan Publication,
R. 3	Operations Research: Principles and Applications, 3rd Edition, G. Srinivasan, PHI Learning Private Limited, ISBN-13: 978-8120353107
Useful Links	
1	https://nptel.ac.in/courses/110/101/110101131/

	Course Outcomes	CL	Class Sessions
MBA32310(B).1	Apply operation related problems by suggesting various operation research tools.	3	8
MBA32310(B).2	Analyze LPP and Game Problems and find solutions for business decisions.	4	8
MBA32310(B).3	Evaluate the assignment problems to find solutions.	5	8
MBA32310(B).4	Analyze and evaluate Transportation problems to optimize costs.	4	8
MBA32310(B).5	Build PERT/ CPM tools for optimizing time and cost in project management.	6	8

CO-PO Mapping

PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	3
CO3	2	3	2	2	2	-	3
CO4	3	3	2	3	2	2	3
CO5	3	3	2	2	2	2	2
Avg	3	3	2	3	2	2	3

Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60



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Program: Master of Business Administration

Semester	Course Code	Name of Course	L	T	P	Credits
III	MBA32310(B)	Operation Research	40	-	-	4

Summary of Revisions in the Contents

Unit No.	Modifications Proposed	Source of collection of proposed content	Reason
1.	Network Models	Ramdeobaba College of Engineering and Management, Nagpur	To take quick decision to select the shortest path
2.	Travelling salesman Problem	Rajeshree Shahu Maharaj, Pune	To understand the transportation and travelling expenses need by the sales force

Course Coordinator

HOD (MBA)

MBA Dept.

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Program: Master of Business Administration

Semester - III **MBA32311 (B) : E- Governance**

Teaching Scheme		Examination Scheme	
Theory	4 Hrs/week	CT-I	15 Marks
Tutorial	-	CT-II	15 Marks
Total Credits	4	CA	10 Marks
Duration of ESE: 3 Hrs.		ESE	60 Marks
Pre-Requisites: Information Technology		Total Marks	100 Marks

Course Objectives:

1. Guide students related to operational aspects of e-Governance
2. Provide students' knowledge about tools and techniques of e-Governance
3. Students will be able to generate skills of implementing e-Governance in appropriate situations
4. Students will explore data warehousing data mining
5. Students will identify about how to prepare and solve case studies.

Course Contents

Unit I	Introduction: Definition, Why e- governance?, G to G , G to C, C to G , G to B and B to G , issues in e-governance applications and digital divide, Evolution of e-governance Stages in E-Governance Evolution
Unit II	E-Governance Models Broadcasting/ Wider Dissemination model, Critical Flow model Comparative Analysis model, Interactive service model/Government –to-Citizen to Government Model (G2C2G) Evolution in E- Governance and Maturity Models E-Governance : strategies for success
Unit III	E- Governance infrastructure Data Systems Infrastructure, Legal infrastructural preparedness Institutional infrastructural preparedness, Human infrastructural preparedness, Technological infrastructural preparedness
Unit IV	Applications of Data Warehousing and Data Mining in Government
Unit V	Case studies, especially, on E- Governance in India

Text Books

- T.1 E- Governance Concepts and case Studies- C.S.R Prabhu , Prentice Hall of India

Reference Books

- R.1 Microsoft Excel Power Pivot & Power Query For Dummies, Michael Alexander, Wiley, ISBN-13: 978-8126562305.

Useful Links

- 1 www.egovamc.com/
- 2 egovstandards.gov.in/



	Course Outcomes	CL	Class Sessions
MBA32311 (B).1	Review operational aspects of e-Governance	3	8
MBA32311 (B).2	Derive tools and techniques of e-Governance	5	8
MBA32311 (B).3	Examine skills of implementing e-Governance in appropriate situations	4	8
MBA32311 (B).4	Explore data warehousing data mining	3	8
MBA32311 (B).5	Identify about how to prepare and solve case studies.	4	8


CO-PO Mapping

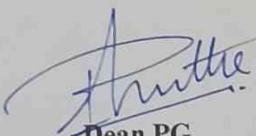
PO → CO ↓	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	3	2	2	3	3
CO2	2	3	2	2	2	3	3
CO3	3	2	3	3	3	-	3
CO4	2	3	3	2	3	2	3
CO5	3	2	2	3	2	2	2
Avg	2	3	2	3	2	3	3


Assessment Pattern (with revised Bloom's Taxonomy)

Cognitive Level	CT 1	CT 2	TA	ESE
Remember	-	-	-	10
Understand	-	-	-	10
Apply	-	3	2	5
Analyze	5	5	3	13
Evaluate	5	5	2	12
Create	5	2	3	10
TOTAL	15	15	10	60

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Program: Master of Business Administration							
Semester	Course Code	Name of Course	L	T	P	Credits	
III	MBA32311 (B)	E- Governance	40	-	-	4	
Summary of Revisions in the Contents							
Unit No.	Modifications Proposed			Source of collection of proposed content		Reason	
1.	E- Governance infrastructure Data Systems Infrastructure, Legal infrastructural preparedness Institutional infrastructural preparedness, Human infrastructural preparedness, Technological infrastructural preparedness			AICTE Model Curriculum		Strengthen PO-4 PO-5	
2.	Applications of Data Warehousing and Data Mining in Government			Sandip University		Strengthen PO-3 PO-2	


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of Engineering and Technology
Nagpur (M.S.)


Vice-Principal/Principal
Dr. Pragati Patil
Vice-Principal
Tulsiramji Gaikwad Patil College of
Engineering & Technology, Nagpur