

Zeal Education Society's

ZEAL COLLEGE OF ENGINEERING & RESEARCH, PUNE – 41

(An Autonomous Institute Affiliated to Savitribai Phule Pune University)

NAAC Accredited with A+ Grade / ISO 21001:2018



DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Curriculum Structure and Syllabus of

F.Y. - MBA

(With effect from - Academic Year 2024- 25)

VISION OF THE INSTITUTE

To be a premier institute in technical education by imparting academic excellence, research, social and entrepreneurial attitude.

MISSION OF THE INSTITUTE

- To achieve academic excellence through innovative teaching and learning process.
 - To imbibe the research culture for addressing industry and societal needs.
 - To inculcate social attitude through community engagement initiatives.
 - To provide conducive environment for building the entrepreneurial skills.



DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

VISION:

Transforming dreams into reality by developing an individual's potentials in the field of Management through spread of knowledge and wisdom in an intelligent environment.

MISSION:

- M1:** By enriching the knowledge and enhancing the facilities through redefining. Education to help the zealous students to structure their career to the glorious future.
- M2:** By developing students as a source within and outside the organization through holistic focus on character building along with a range of curricular, co-curricular and extracurricular activities.
- M3:** By facilitating a harmonious symphony of excellence in teaching with a motivational approach which shall be synonymous with academic rigor, intellectual discipline and sustained efforts to maximize learning.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

- PEO1:** Graduates of the MBA program will successfully integrate core, cross-functional, inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
- PEO2:** Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
- PEO3:** Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
- PEO4:** Graduates of the MBA program will be ready to engage in successful career pursuing covering a broad spectrum of areas in corporate, non-profit organizations, public policy entrepreneurial ventures and engage in life-long learning.
- PEO5:** Graduates of the MBA program will be recognized in their chosen fields for the managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, entrepreneurs and change agent.

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PROGRAM OUTCOMES (POs):

- PO1: Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
- PO2: Problem Solving & Innovation** - Ability to Identify, formulate and provide Innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
- PO3: Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
- PO4: Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.
- PO5: Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- PO6: Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
- PO7: Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
- PO8: Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
- PO9: Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
- PO10: Lifelong Learning** - Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

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LIST OF ABBREVIATIONS

Abbreviation	Description
PCC	Program Core Course
PEC	Program Elective Course
OEC	Open Elective Courses of other technical or emerging areas /Courses designed by Industry
ELC	Experiential Learning Courses Like Project work, Seminar, Internship, PBL
LHSM	Liberal arts, Humanities, Social Sciences and Management courses
IMC	Induction and Mandatory Courses
NC	Non Credit Course
SCC	Specialization Core Course
ASM	Additional Specialized / MOOCs
SLC	Skill Based Laboratory Course
L	Lecture
P	Practical
T	Tutorial
H	Hours
CR	Credits
CIE	Continuous Internal Evaluation
ETE	End Term Evaluation
TH	Theory
OR	Oral
PR	Practical
PROJ	Project

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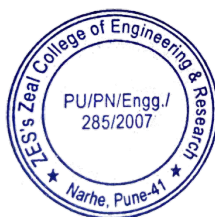
First Year - Master of Business Administration: Semester - I

Course Code	Course Type	Course Name	Teaching Scheme (Hrs/Week)						Evaluation Scheme (Marks)						
			L	P	T	H	CR			CIE	ETE	TW	PR	OR	Total
							TH	PR/Tut	Total						
MBAPC101	PCC	Principles of Management	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC102	PCC	Marketing Fundamentals	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC103	PCC	Organizational Behaviour	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC104	PCC	Accounting for Managers	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC105	PCC	Managerial Economics	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC106	PCC	Business Legislation	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPE107	PEC	Program Elective-I*	2	-	-	2	2	-	2	-	50	-	-	-	50
MBASL108	SLC	Business Communication-I	1	2	-	3	1	1	2	25	-	-	-	25	50
MBASL109	SLC	Excel Skill for Business	1	2	-	3	1	1	2	25	-	-	25	-	50
MBALH110	LHSM	Fundamental of Business Analytics	1	2	-	3	1	1	2	25	-	-	-	25	50
MBALH111	LHSM	Indian Knowledge System	1	2	-	3	1	1	2	25	-	25	-	-	50
Total			24	8	-	32	24	4	28	425	325	25	25	50	850

* Program Elective – I: Choose any one from the following:

Course Code	Course Type	Course Name
MBAPE107A	PEC	Intellectual Property Rights
MBAPE107B		Business Environment

C. Inamdar
BoS Chairman



A. Deshpande
Director

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Narhe, Pune - 411041.

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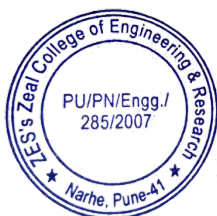
First Year - Master of Business Administration: Semester - II

Course Code	Course Type	Course Name	Teaching Scheme (Hrs/Week)						Evaluation Scheme (Marks)						
			L	P	T	H	CR			CIE	ETE	TW	PR	OR	Total
							TH	PR/Tut	Total						
MBAPC201	PCC	Human Resource Management	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC202	PCC	Business Research Methods	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC203	PCC	Financial Management	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC204	PCC	Operations Management	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC205	PCC	Business Ethos and Corporate Governance	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPC206	PCC	Advance Marketing	3	-	-	3	3	-	3	50	50	-	-	-	100
MBAPE207	PEC	Program Elective– II*	2	-	-	2	2	-	2	-	50	-	-	-	50
MBASL208	SLC	Data Analysis Using -R	1	2	-	3	1	1	2	25	-	-	25	-	50
MBASL209	SLC	Business Communication- II	1	2	-	3	1	1	2	25	-	-	-	25	50
MBALH210	LHSM	Event Management	1	2	-	3	1	1	2	25	-	25	-	-	50
MBAEL211	ELC	Desk Research Project	1	2	-	3	1	1	2	-	-	-	25	25	50
Total			24	8	-	32	24	4	28	400	325	25	50	50	850

* Program Elective – II: Choose any one from the following:

Course Code	Course Type	Course Name
MBAPE107A	PEC	Practical Leadership Skill
MBAPE107B		Current Business Scenario

C. Ravindra
BoS Chairman



A. S. K.
Director

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SYLLABUS

SEMESTER - I

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: I			
Course: Principles of Management							Code: MBAPC101			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Basic Concept of Management and business world.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To understand the basic Management Concepts and Skills. 2. To study the Principles and Functions of Management. 3. To get aware with the Functional areas of management. 4. To expose to the recent trends in management. 5. Transforming dreams into reality by developing an individual's potentials in the field of Management. 										
Course Outcomes: After completion of this course, students will be able to -										
CO	Course Outcomes									
CO1	Describe various management function and its approaches.									
CO2	Explain planning, planning premises, decision making and various decisions making conditions.									
CO3	Apply management principles for solving simple and complex task.									
CO4	Analyze different types of organization structure.									
Course Contents:										
Unit	Description									
1.	Introduction to Management: Management Meaning, scope and functions, "Is management a science or art", Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments), Approaches to Management, Managerial Competencies.									
2.	Planning and Decision Making: Planning: Concept, Importance, Types, Process and Barriers, Planning Premises (Concept and types). Decision Making: Concept, Types, Approaches, Process Risk and Uncertainty in decision making									
3.	Organizing: Organizing: Concept, Principles and Types of organization structure, Types of organizational structures - Formal and Informal, Line and Staff Relationship Departmentalization - Bases of Departmentalization									
4.	Direction: Concept of Direction, Foundations of individual and group behavior, Motivation - motivation theories, motivational techniques, Job satisfaction, Job enrichment, Directing in Management, Directing Process, Effective supervision and Direction. Coordination: Importance and Methods for coordination, Principles of coordination									



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5.	<p>Controlling: Control meaning and types, Planning and Control relationship, Managerial Decisions in Controlling, Leadership: meaning, Important Styles of Leadership, Discussion on success story with students.</p>
<p>Text Books:</p> <ol style="list-style-type: none">1. Robbins, S.P. and Decenzo, D.A., "Fundamentals of Management", Pearson Education Asia, New Delhi.2. Koontz and Wehrich, "Management", McGraw-Hill.3. Satya Raju, "Management - Text and Cases", PHI Learning, 2010, New Delhi.	
<p>Reference Books:</p> <ol style="list-style-type: none">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.	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: I			
Course: Marketing Fundamentals							Code: MBAPC102			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Basic concept of marketing and current trends on the concepts of marketing.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To understand the core concepts of Marketing. 2. To differentiate the Marketing and Selling processes. 3. To study the Marketing Environment. 4. To understand the Customer value. 5. To Study the concept of Marketing Communication process. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Recognize the nature and scope of marketing and role of professional managers.									
CO2	Interpreting the needs of customers and methods to satisfy those needs.									
CO3	Demonstrating the marketing process used for products, services and Market segments along with its application									
CO4	Illustrate the marketing communication methods and its use in digital marketing									
CO5	Evaluate the marketing concepts with aid of study components									
Course Contents:										
Unit	Description									
1.	Introduction to Marketing: Marketing Concept, Significance, nature and types of Business Environment. Need and scope of marketing, Macro and Micro Marketing, Role of managers, Marketing environment, and SWOT analysis.									
2.	Customer Oriented Marketing: Importance of customer, Need of customer, various aspects of customers, “Customer” as key differentiator. Customer relationship, Customer buying behavior, Life time value of customer. Customer delight, customer satisfaction, customer retention strategies, Marketing strategies for customer, Global Citizen and Global Marketing, Socio-political aspect, CSR and its importance									
3.	Marketing Process: Marketing process, selling v/s marketing, Traditional marketing method versus new marketing methods, seven Ps of marketing. New product development strategy, Product life cycle. Product v/s Service marketing, Extended P’s of Service marketing, Segmentation, Targeting and positioning, Basics of supply chain management.									

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4.	Marketing Communication: Importance of communication in marketing, Role of Integrated marketing communications, Steps in designing effective communications. Communication mix, Managing mass communications like advertising, sales promotion, events and experiences, public relations etc. Managing personal communications like direct marketing, interactive marketing, Email, SMS, Social media.
5.	Basics of Digital Marketing: Marketing channels, e-commerce marketing, Basics of Digital Marketing, Digital marketing versus traditional marketing. Pros and Cons of digital marketing.
Text Books:	
<ol style="list-style-type: none">1. Tapan K. Panda, "Marketing Management - Text and Cases", Excel Books.2. Seema Gupta, "Fundamentals of Digital Marketing", Pearson.3. Rajan Saxena, "Marketing Management", Tata McGraw Hill.	
Reference Books:	
<ol style="list-style-type: none">1. Ramaswamy and Namakumari, "Marketing Management", Macmillan.2. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, and Ehasan Haque, "Principles of Marketing", Pearson.	

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Program: Master of Business Administration							Semester: I			
Course: Organizational Behavior							Code: MBAPC103			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Aware about organizational structure and individual and team behavior. Capable of evoking leadership qualities for entrepreneurs / corporate / manager.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To transform the lives of the students into future managers/entrepreneurs of young India. 2. To develop entrepreneurial attitude. 3. To improve Organizational Behavior by having a sound knowledge of cultural differences. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Demonstrate knowledge and understanding of organizational behavior.									
CO2	Explain Personality, factors influencing perception, Values, attitude, Emotions and motivational theories.									
CO3	Determine group dynamics and processes, norms, roles, team building, power and politics, leadership.									
CO4	Estimate conflict management and Negotiation for better resolution of conflicts in organization.									
CO5	Assess the theories of conflict management, organization change and stress management etc. to solve cases.									
Course Contents:										
Unit	Description									
1.	Organizational Behavior: 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.									
2.	Personality: Personality: Definition and Determinants, Personality Traits, Personality Attributes affecting OB. Perception : Definition and Determinants, Perception and Making Judgment about Other. Values, Attitudes and Emotions: Introduction, Definition and Concept, Emotional Intelligence, Indian Perspective on EI, Introduction, its Applications in Organizations. Motivation: Meaning and importance, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization.									
3.	Group Behaviour: 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, Communication and Control.									

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4.	Leadership And Power: Meaning and Importance. Leadership styles. Theories - Trait theory, Behavioral theory and Contingency theory. Ohio State and Michigan Studies, Blake and Mouton Theory - Fielder's Model, Likert's model , Leaders v/s Managers, Sources of power, Power centers, Power and Politics.
5.	Organizational Conflict and Organizational Development: Dynamics and management: Sources, patterns, levels, and types of conflict; Traditional and modern Approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict. OD Concept; Need for change, resistance to change; Theories of planned change; organization change and stress management, Organizational diagnosis.
Text Books:	
<ol style="list-style-type: none">1. Stephen P. Robbins, "Organizational Behavior", PHI Learning / Pearson Education.2. Udai Pareek, "Understanding Organisational Behavior", Oxford Higher Education.3. K. Ashwathappa, "Organizational Behavior", Himalaya Publishing House.	
Reference Books:	
<ol style="list-style-type: none">1. Fred Luthans, "Organizational Behavior", Tata McGraw Hill.2. Schermerhorn, Hunt, and Osborn, "Organizational Behavior", John Wiley.3. McShane and Von Glinow, "Organizational Behavior", Tata McGraw Hill.4. Hellrigan, Slocum, and Woodman, "Organizational Behavior", Cengage Learning.	

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Program: Master of Business Administration							Semester: I			
Course: Accounting for Managers							Code: MBAPC104			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
The fundamentals knowledge of Financial Accounting and Accounting Principles. Familiar with concepts of Cost and management Accounting & Functional Budgets.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To acquaint the learners with the fundamentals of Financial Accounting. 2. To introduce the concepts of Cost and Management Accounting. 3. To orient the students about application of budgetary control as a technique of Management Accounting. 4. To acquaint the students with application of Standard costing and Marginal costing as techniques of Management Accounting. 5. To develop their decision making skill with sound academic concepts. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgeting and Standard Costing.									
CO2	Explain the difference and relationship between Cost accounting, Financial accounting and Managerial accounting.									
CO3	Perform all the necessary calculations through the relevant numerical problems.									
CO4	Analyze the situation and decide the key financial as well as non- financial elements involved in the situation.									
CO5	Evaluate the financial impact of the decision and determine a reasonable course of action for a given management decision.									
Course Contents:										
Unit	Description									
1.	Introduction to Accounting: Types of Accounting, Difference between Financial, Cost and Management Accounting, Accounting Principle: Accounting Concepts and Conventions, Basic Terminology of Accounting									
2.	Final Account: Final Accounts of a Profit making concern (for sole proprietorship concern only), Final Accounts of a Not-for-Profit making concern. Numerical based on Preparation of financial statements of proprietary concerns. Preparation of Trading, Profit & Loss Account and Balance Sheet.									

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3.	Cost Accounting and Cost Control: Cost Unit, Cost Centre and Cost Object. Classification of costs, Preparation of Simple Cost sheet. Material cost control: Inventory control techniques, Economic Order Quantity, 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.
4.	Decision Making Tools: Marginal Costing: Marginal Cost and marginal costing, Contribution, P/V ratio, Break-even point, Cost Volume Profit Analysis, Practical application of Marginal Costing Pricing decisions, Make or buy decisions etc. Numerical based on BEP, CVP, P/V ratio and practical application of marginal costing.
5.	Functional Budgets: Functional Budgets - Cash Budget and Flexible Budget. Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. 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 Cash and Flexible budgets, Computation of Material and Labor variances.
Note: Weightage of Theory Questions will be 30% and numerical problems will carry 70% marks in the final question paper.	
Text Books:	
1. S. N. Maheshwari, "Accounting for Management", Sultan Chand & Sons. 2. Mr. Khan and Mr. Jain, "Management Accounting", Tata McGraw Hill.	
Reference Books:	
1. P. Periasamy, "Financial Cost and Management Accounting". 2. M. N. Arora, "Fundamentals of Management Accounting - Cost and Management". 3. Mr. Anthony Atkinson and Robert Kaplan, "Management Accounting", Pearson. 4. Charles T. Horngren, "Introduction to Management Accounting", Pearson.	

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Program: Master of Business Administration							Semester: I			
Course: Managerial Economics							Code: MBAPC105			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Have the knowledge of Micro and Macroeconomics and its application in managerial decision making.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To accustom learners with basic concepts and techniques of economic analysis and their application to managerial decision-making. 2. To prepare the students for the use of managerial economics tools and techniques in specific business situations. To develop managerial skills for developing business strategy. 3. To understand recent developments in strategic thinking and how it is applied to economic decision making. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe the key terms in economics, from a managerial perspective.									
CO2	Interpret the various issues in an economics context and identify their significance from the perspective of business decision making.									
CO3	Analyze the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.									
CO4	Evaluate critical thinking based on principles of micro-economics for informed business decision making.									
CO5	Create and anticipate how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.									
Course Contents:										
Unit	Description									
1.	<p>Introduction To Managerial Economics: Nature and Scope, Relationship with other areas in Economics. The role of managerial economist: Basic economic principles. Concept of opportunity cost, incremental cost, scarcity, marginalize, Equi-marginalizm, Time perspective, discounting principle, risk and uncertainty. Economist Theory of the Firm -</p> <ol style="list-style-type: none"> a) Cyert and March's Behavior Theory b) Marris' Growth Maximisation Model c) Baumol's Static and Dynamic Models d) Williamson's Managerial Discretionary Theory <p>Invisible hand theory</p>									

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2.	Demand Analysis: Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Elasticity of Demand Shift in Demand and Supply.
3.	Production And Supply Analysis: Theory of production - meaning and factors of production, production function with one variable input (law of variable proportion), with two variable inputs (law of returns to scale). Concept of Supply, Elasticity of Supply, Demand and Supply Equilibrium
4.	Revenue Analysis and Pricing Policies: Introduction, Revenue: Meaning and Types, Revenue Analysis and Pricing Policies - Features and Types of different competitive situations, Relationship between Revenues and Price.
5.	Market Structure and Type of Costs: Market analysis, Classification of markets (location, time and competition-based markets), Equilibrium price and output determination in perfect market, Price-Output determination in Perfect competition, Monopoly, Monopolistic competition, Oligopoly - both the long run and short run Pricing Philosophy. Types of costs - Private costs, Social Costs, Accounting Costs, Economic costs, Short run, Long Run costs and Cost - Output Relationship.
Text Books:	
1. G. S. Gupta, "Managerial Economics", 2nd edition, TMH, 2012. 2. D. N. Dwivedi, "Managerial Economics", Vikas Publishing House Pvt. Ltd, 2012.	
Reference Books:	
1. P. L. Mehta, "Managerial Economics - Analysis, Problems and Cases", Sultan Chand & Sons, New Delhi. 2. Varshney and Maheshwari, "Managerial Economics", Sultan Chand & Sons, New Delhi. 3. H. L. Ahuja, "Managerial Economics", S. Chand & Co., New Delhi.	

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Program: Master of Business Administration							Semester: I			
Course: Business Legislation							Code: MBAPC106			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
The Legal Knowledge to Business is Essential.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To create Dynamic and Effective Business Professionals. 2. To transform the stake holders to cater to the needs of the society and contribute to Nation building. 3. To improve decision making by having a sound knowledge of law. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe the basic terms related to business law.									
CO2	Demonstrate features and concepts of various Acts.									
CO3	Determine terms and conditions for appointing an agency, contract of sale, partnership deed, incorporation of a company and transfer of ownership etc.									
CO4	Analyze the situation leading to breach of contract, revocation of contract, termination of agency and consumer complaints.									
CO5	Evaluate the impact of business laws and determine a reasonable course of action for resolving the disputes, revocation of contract, and termination of agency in a given situation.									
Course Contents:										
Unit	Description									
1.	Indian Contract Act 1872: Components of legal system, freedom of Trade, Profession and occupation. Indian Contract Act 1872: Essential elements of valid contract, Performance & discharge of contract, Breach of contract, meaning and remedies. Agency: agent and principal, creation of agency, classification of agents, Relationship between principal and agent: agent's authority, revocation and renunciation, rights duties and liabilities of agents and principal, termination of agency, Case studies based on above mentioned laws.									
2.	Sale of Goods Act 1930: Contract of sale of goods: meaning, essentials of contract of sale, formalities of contract of sale. Conditions and warranties Transfer of property or ownership, Performance of contract of sale, Rights of unpaid seller: rules as to delivery of goods. Case studies based on above mentioned laws.									
3.	Partnership Act and Companies Act: The Partnership Act 1932: Nature Different Types of Partner, Difference between partnership and Company. Companies Act 1956: Company: definition, meaning, features and types of companies. Incorporation of a company: memorandum of association, articles of association and prospectus Share Capital: types of share capital increase/decrease of share capital, buy-back of shares. Partnership Deed, Legal documents for incorporation of a company.									



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4.	Consumer Protection Act 1986: Consumer Protection Act 1986: definitions of consumer, consumer dispute complaint and other details. Latest features of Consumer Protection Act 2019, Case studies based on above mentioned laws. Draping of consumer complaint.
5.	Information Technology Act: Information Technology Act 2000 and 2008: Objective, components of IT Act 2000 include, silent Features Legal Recognition to Digital Signatures. Regulation of Certification Authorities. Digital Certificates, Digital Signature, Electronic Governance, Offences under the IT Act 2008.
Text Books:	
<ol style="list-style-type: none">1. N. D. Kapoor, "Mercantile Law", Sultan Chand & Sons, Latest Edition.2. Akhileshwar Pathak, "Legal Aspects of Business", Tata McGraw Hill.	
Reference Books:	
<ol style="list-style-type: none">1. S. S. Gulshan, "Mercantile Law", Excel Books, New Delhi.2. B. S. Ramaswamy, "Contracts and Their Management", LexisNexis.	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: I			
Course: Program Elective – I* (Intellectual Property Rights)							Code: MBAPE107A			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
02	-	-	02	-	50	-	-	-	50	
Prerequisites:										
To have knowledge of principles of IPR, Concept and Theories, Criticisms of Intellectual Property Rights, International Regime Relating to IPR.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To make the students aware of their rights for the protection of their invention. 2. To make them understand the importance and process of IPR in current business scenario. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Recognize the requirement of the IPR about protection for creations and inventions of literary, artistic works and designs.									
CO2	Compare among Copyright, Trademark, Geographical Indication, Patent and Design.									
CO3	Apply the knowledge to enable creators and inventors to earn recognition and financial rewards from their work.									
CO4	Recognize and analyze the difference among the options available for the inventions, literary and creative work.									
CO5	Evaluate the IPR concepts with aid of study components.									
Course Contents:										
Unit	Description									
1.	Overview of Intellectual Property: Introduction and the need for Intellectual Property Right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Traditional Knowledge - Trade Secret, IPR in India: Genesis and development, IPR in abroad, Major International Instruments concerning Intellectual Property Rights: Paris Convention 1883, the Berne Convention 1886, the Universal Copyright Convention 1952, the WIPO Convention 1967, the Patent Co-operation Treaty 1970, the TRIPS Agreement 1994.									
2.	Patents: Elements of Patentability: Novelty, Non-Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies and Penalties - Patent office and Appellate Board.									
3.	Copyrights: Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings, Registration Procedure, Term of protection, Ownership of copyright, Assignment and license of copyright, Infringement, Remedies and Penalties, Related Rights - Distinction between related rights and copyrights.									

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4.	Trademarks: Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks), Non-Registrable Trademarks, Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies and Penalties - Trademarks registry and appellate board.
5.	Design And Geographical Indication (GI): Meaning and concept of novel and original, Procedure for registration, effect of registration and term of Protection, Geographical indication: meaning and difference between GI and trademarks, Procedure for registration, effect of registration and term of protection.
Text Books:	
<ol style="list-style-type: none">1. Nithyananda, K. V., "Intellectual Property Rights: Protection and Management", Cengage Learning India Private Limited, 2019.2. Neeraj, P. and Khusdeep, D., "Intellectual Property Rights", PHI Learning Private Limited, 2014.	
Reference Books:	
<ol style="list-style-type: none">1. Ahuja, V. K., "Law Relating to Intellectual Property Rights", Lexis Nexis, India, IN.2. Bulchandani, K. R., "Business Laws for Management", Himalaya Publishing House.3. Ganguli, Prabuddha, "Intellectual Property Rights: Unleashing the Knowledge Economy", Tata McGraw-Hill Publishing Co. Ltd., New Delhi.	

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Program: Master of Business Administration							Semester: I			
Course: Program Elective – I* (Business Environment)							Code: MBAPE107B			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
02	-	-	02	-	50	-	-	-	50	
Prerequisites:										
To have overall business environment understanding and the way an organization has to function in dynamic business environment.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To enable students to understand Business environment implication for decision making in business organizations. 2. To able Design and develop strategic plans for the organizations. 3. To understand the importance of various sectors of the economy and their contribution towards national income. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe various internal and external environments that affect business.									
CO2	Summarize the factors and components that drive the changes in domestic and international business environment.									
CO3	Illustrate the different economic system and role of public and private sector in economy.									
CO4	Analyze the impact of government policies and regulations on business environment.									
CO5	Conduct Internal external analysis of business organization.									
Course context, Relevance, Practical Significance: This course will assist students to develop understanding of internal and external environments that affect the overall functioning of business organization. It will help them to evaluate role of government and non-government institutes and its impact on conduction of business activities.										
Course Contents:										
Unit	Description									
1.	Business Environment: Business Environment: Elements of environments, Micro and Macro Environments; Various environments affecting the business, Social, Economic, Political and Legal, Cultural; Competitive demographic; Porters 5 forces Model, Technical environment; International environment; Different roles of government in business; Business and Culture; Social responsibilities of Business.									
2.	Business and Government: Business and Government: State regulations of business, How government regulations affect business functioning, Technology, indigenous technology, Import of technology, Import of technological changes of business, Broad profile of Indian Economy, Industrial Policy - its historical perspective (in brief), Industrial licensing policy; Industrial Policy Liberalization. Economic Planning in India; Rationale of economic planning.									

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3.	Economic System: Economic System: Socialism, Capitalism, Mixed economy; Public sector - its objectives and working, major problems of public sector enterprises; Privatization of public sector enterprises - the issue involved; Private and Joint Sectors and its roles and objectives
4.	International Business Environment: Drivers of international business; modes of entry into international business, Consequences of economic globalization; Effect of Political and cultural environment on international trade; latest import-export policy; Tariffs and Non-tariff barriers; Impact of pandemic on international business; WTO, IMF, World Bank.
5.	Changing Business Environment: Securities Exchange Board of India, Regulation of Mergers and Acquisitions, Take over. Pandemic situations like Covid 19 issue. Role of Industry and Government, Impact of Changes in the Business Environment on the Management of Companies. Managing businesses in a changing environment.
Text Books:	
1. Gosh, Biswanath, "Economic Environment of Business", South Asia Book, New Delhi. 2. K. Ashwathappa, "Business Environment", Himalaya Publishing House.	
Reference Books:	
1. M. Adhikary, "Economic Environment of Business", S. Chand and Sons. 2. Shaikh Saleem, "Business Environment", Fourth Edition, Pearson Paperback. 3. Francis Cherunilam, "Business Environment".	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: I			
Course: Business Communication -I							Code: MBASL108			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
01	02	-	02	25	-	-	25	-	50	
Prerequisites:										
To have knowledge of the different dimensions of Business Communication.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To make students able to communicate effectively in professional circles. 2. To improve oral and written communication skills of the students. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Recognize the requirement of effective business communication.									
CO2	Explain the barriers while communicating in real world business environment.									
CO3	Apply the ways to communicate effectively with appropriate verbal and body language.									
CO4	Demonstrate appropriate behavior in professional virtual and real business conversations.									
CO5	Create effective business presentations with the aid of appropriate technology tools and their functions.									
Course Contents:										
Unit	Description									
1.	Basic Principles Of Communication: Introduction, Understanding Communication, Communication Process, Barriers to Communication, Importance of Communication in the Workplace, Types and Channels of Communication, Nature of Business Communication. Attitude and Communication; Persuasive Communication and Handling Negativity; Presentations to Hostile Audience - Exercises; Negotiating Skills.									
2.	Introduction To Listening And Speaking: Importance of Listening in the Workplace, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context. Feed-back Mechanisms. Speaking: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Business etiquette; Effective Presentation; Use of ICTES including Power Point Presentations.									
3.	Soft Skills: Interrelation between communication skills and soft skills, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette.									

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4.	Presentation Skills: 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.
5.	Interview Skills: Interviews: Essentials of placement interviews, web /video conferencing, Tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; Physical Appearance; Communication Style; Content of Communication; Actions, Preparing speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings.
Text Books:	
<ol style="list-style-type: none">1. Munter, Mary, "Guide to Managerial Communication: Effective Business Writing and Speaking", Prentice Hall, 2002.2. Herta Murphy, Herbert Hildebrandt, and Jane Thomas, "Effective Business Communication", TMH.	
Reference Books:	
<ol style="list-style-type: none">1. Kaul, Asha, "Effective Business Communication", Prentice Hall of India, 2005.2. Tayler Shinley, "Communication for Business", Pearson Education.3. Meenakshi Raman and Prakash Singh, "Business Communication", Oxford Higher Education.	

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Program: Master of Business Administration							Semester: I			
Course: Excel skill for Business							Code: MBASL109			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
01	02	-	02	25	-	-	-	25	50	
Prerequisites:										
To have excel knowledge.										
Course Objectives:										
1. To develop Research and Technical aptitude in students.										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Acquaint with basics of Microsoft Office & Google Applications.									
CO2	Demonstrate the IT skills through the use of appropriate technology.									
CO3	Use various functions of MS Excel using different types of commands.									
CO4	Analyze the data from multiple data sources from MS Excel using few statistical tools.									
CO5	Create standard Excel Template for routine business data management.									
Course Contents:										
Unit	Description									
1.	Introduction: Introduction & Practical knowledge of - Microsoft Office (MS Word, MS PowerPoint, MS Excel etc) & Google Application (Google Sheets, Google Forms, Google Drive, etc)									
2.	Introduction to Spreadsheet: Understanding Worksheets, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar.									
3.	Functions of Microsoft Excel: Data Management: Sorting, Filtering, Excel Tables Date Functions: Understanding and using date functions, Lookup Functions: VLOOKUP, HLOOKUP. Charts: Types, Design Options, Format Tools, Combo Charts Excel Functions: Various functions and logical functions. Tools: Find and Replace, Headers and Footers, Adding Comments Formatting: Conditional Formatting									
4.	Data Analysis and Data Visualization Advance Excel: Data Analysis: Pivot Tables, Calculations and grouping options, what-if analysis. Data Visualization: Charts, Pivot Charts, Timeline, Sparkline, Conditional formatting, Power Map Data Extraction: Print Excel sheet, Page orientation, Export files, Share file									

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5.	<p>Automation in Excel: Automation in Excel: Difference between Macros and VBA, Record a macro, Timeline, Sparkline's Conditional Formatting, Power Map. What's New in Excel: New Functions in MS Excel 2019, New Charts, Advanced Excel Course, Enhancement in Pivot Table Data Analysis functions for descriptive statistics.</p>
Text Books:	
<ol style="list-style-type: none">1. Bittu Kumar, "Mastering MS Office", V and S Publications.2. Ramesh Behl, "Information Technology for Management", McGraw Hill.	
Reference Books:	
<ol style="list-style-type: none">1. Ramesh Bangia, "MS Office", Khanna Book Publishing.2. Robert Dinwiddie, "Excel: Formulas & Functions".3. Lokesh Lalwani, "MS Excel 2019 All-In-One", BPB Publication.4. Wayne L. Winston, "MS Excel 2019: Data Analysis and Business Model", PHI Learning Pvt. Ltd.	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: I		
Course: Fundamental of Business Analytics							Code: MBALH110		
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)					
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total
01	02	-	02	25	-	-	25	-	50
Prerequisites:									
Basic Knowledge in statistical visualization and data management.									
Course Objectives:									
<ol style="list-style-type: none"> 1. To achieve industry needs through this subject data analytics. 2. To understand the uses data analytics in Human Resource. 3. To understand the uses data analytics in Marketing Management. 4. To understand the uses data analytics in Finance. 									
Course Outcomes: After completion of this course, students will be able to -									
COs	Course Outcomes								
CO1	Describe the basic concepts related to Data analytics.								
CO2	Explain the Data Visualization.								
CO3	Discuss applications of Business Analytics in Human Resource with suitable example.								
CO4	Analyze the situation & decide Business Analytics in Marketing Management in current business scenario.								
CO5	Conduct the survey in Company of your choice regarding their application of Business Analytics in any one department and give your valuable suggestion.								
Course Contents:									
Unit	Description								
1.	Introduction: Introduction and concept of business analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive Types of data, Skills required as business analysts.								
2.	Visualization and Data Issues: Data visualization meaning and concept, sources of data, Differences between data, information and knowledge Importance of data quality, Dealing with missing or incomplete data, Data classification, Data visualization basic tools								
3.	Applications of Business Analytics in Human Resource: Recruitment analytics, Compensation analytics, Talent analytics, Training analytics, Human resource retention analytics, Workforce analytics.								
4.	Applications of Business Analytics in Marketing Management: Customer life time value, Propensity analytics, Churn analytics, Customer analytics, Customer segmentation, Cross- sell or up sell models.								



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5.	Applications of Business Analytics in Finance: Financial Analytics - Risk management and credit scoring, Financial forecasting and planning, Portfolio Analysis ,Financial performance improvement through analytics, Fraud Detection Techniques,
Text Books:	
1. Jorge Marx Gómez and Lawal O. Yesufu, "Sustainable Development through Data Analytics and Innovation", Springer.	
2. Claus O. Wilke, "Fundamentals of Data Visualization", (clauswilke.com).	
Reference Books:	
1. Manish Gupta, Pratyush Banerjee, and Jatin Pandey, "Practical Applications of HR Analytics", SAGE Publications India Pvt Ltd.	
2. Tarek Rana, Jan Svanberg, Peter Öhman, and Alan Lowe, "Handbook of Big Data and Analytics in Accounting and Auditing", Springer.	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: I			
Course: Indian Knowledge System							Code: MBALH111			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
01	02	-	02	25	-	25	-	-	50	
Prerequisites:										
Have knowledge of Bhagawat Gita and Indian Culture with its practical implication.										
Course Objectives:										
1. To make Indian youth aware about rich Indian Culture and its managerial implications.										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe key teachings from the Bhagavad Gita.									
CO2	Explain the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita.									
CO3	How you can apply principles of emotional intelligence from the Bhagavad Gita to be successful leader.									
CO4	Analyze the importance of Indian Knowledge System.									
CO5	Conduct survey to study the importance of YOGA in balancing the Body-Mind-Intellect Consciousness.									
Course Contents:										
Unit	Description									
1.	Introduction: KS- IKS- Overview, Definition, Framework and importance.									
2.	Leadership and Organizational Behavior from Bhagavad Gita: Overview of the Bhagavad Gita and its key teachings, implications in current time, Role of values, ethics and spirituality in leadership and organizational culture, Enhance emotional intelligence, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Servant leadership.									
3.	IKS - Importance of Yoga: Impact of Yoga way of Life On Emotional Intelligence of Managers from Ancient Indian Knowledge, The Body-Mind-Intellect Consciousness.									
4.	IKS in Governance and Public Administrations: Ramayana on Great Attributes Dos and Don't of a Kings (as Administrator), Relevance of Arthasastra for Developing Entrepreneurship Skills.									
5.	Insights and Lessons from the life of Shivaji Maharaj: Overview of Shivaji Maharaj's life, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision-making processes, Efficient and ethical governance, Balancing tradition with modernity in leadership.									



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Text Books:

1. Indian Knowledge System by B. Mahadevan, Vinayak Rajat Bhat, Nagendra Pavana R.N.
2. Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi
3. The Bhagavad Gita for Executives" by Swami Parthasarathy
4. Practical Tips to Mind Control By Radheshyam Das

Reference Books:

1. Bhagavad Gita: A New Translation" by Swami Satchidananda
2. Bhagwat Gita: As It is by A. C. Bhaktivedanta Swami Prabhupada



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DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

SYLLABUS

SEMESTER - II

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Human Resource Management							Code: MBAPC201			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Knowledge of Human Resource Management and its functions for effective management of organization.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To explain the significance of HRM and changing role of HRM. 2. To explain the process of HRP, Recruitment and Selection. 3. To discuss the concept of training and development. 4. To bring out the role of HR in organization's effectiveness and employee performance. 5. Ability to analyze issues related to performance appraisal, career planning and rewards management. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Explain the key terms in Human Resource Management, Human Resource Development function.									
CO2	Discuss the emerging trends and practices in HRM, HRD and various issues.									
CO3	Analyze changing role of human resource management in different situation like employee separation, work from home policy etc.									
CO4	Evaluate different ways of HR Accounting, HR Audit and employee engagements in an Organization.									
CO5	Evaluating emerging trends in HRM in real world organizations.									
Course Contents:										
Unit	Description									
1.	Introduction Of Human Resource Management (HRM): Definition, Nature and Scope of HRM, Objectives of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM									
2.	HR Procurement: Human Resource Planning - Need, Definition, objectives, importance, benefits, Process, Preparing manpower inventory. (Supply Forecasting) - Use of job evaluation, Job Analysis Recruitment: Concept, Process, Trends, New ways of Recruitment, sharing of live examples. Selection: selection process, Limitations, Job Design: introduction, and factors affecting job design. Job characteristics model of Hackman and Oldham Training and Development: Nature of training, Training process.									

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3.	<p>Employee Appraisal and Compensation: Performance - Definition, PA methods, Use of performance data, measurement process, Performance feedback, Introduction of Performance Management System (PMS) and Competency Mapping (CM) Compensation - concept, Traditional approach, current trends in compensation. Managing Employee Relations - Concept, Importance, Organizational Entry, Employee Status, Flexible Work schedule, Work From Home, types of Employee Surveys, Employee Handbooks concept, Violations of Policy/ Discipline</p>
4.	<p>Emerging Trends in HRM: HRIS (Human Resource Information System) - Concept, Need, Advantages and Uses of HRIS. HR Accounting - Concepts, Objective, Advantage, Limitation and Method. HR Audit - Concept, Objective, Scope and Process. HR Shared Services - Concept, Objective, Benefits, Issues creating HR Shared Services.</p>
5.	<p>Current Scenario: Balance Scorecard - Factors that led to thinking about scorecard approach, idea underling BSC, Employee Engagement: Concept, Importance, Ways/modes of it. Exit Interview - Concept. Current scenario and new work policies and work culture after and during pandemic. Work From Home, Part Time Job, Flexi Hours Policies.</p>
Text Books:	
<ol style="list-style-type: none"> 1. K. Aswathappa, "Human Resource and Personnel Management: Text and Cases", McGraw-Hill Publishing Co. Ltd. 2. L.M. Prasad, "Human Resources Management", Sultan Chand & Sons. 3. Mirza and Zaiyadin, "Human Resources Management", Oxford University Press. 	
Reference Books:	
<ol style="list-style-type: none"> 1. C.B. Mamoria and S.V. Gankar, "A Textbook of Human Resource Management", Himalaya Publishing House. 2. P. Jyothi, "Human Resource Management", Oxford University Press. 3. Gary Dessler, "Human Resources Management", Pearson Publications. 	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Business Research Methods							Code: MBAPC202			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Knowledge of Research methodology and its application in businesses.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To introduce the role of research in business management. 2. To identify various sources of information for literature review and data collection. 3. To familiarize the learners with the key concepts in sampling techniques and instruments for data collection. 4. To develop basic understanding of conducting surveys and reporting the research. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Define the basic concepts of Business Research Process.									
CO2	Discuss the various Research Designs, Sampling Techniques used under Business Research Methods.									
CO3	Demonstrate various application of research in real time business scenarios.									
CO4	Differentiate various statistical tools used in research and interpret the results effectively.									
CO5	Develop an effective research report which provides a holistic view for decision making.									
Course Contents:										
Unit	Description									
1.	Foundations of Research: Definition and Importance of Business Research, Good Research Characteristics and Decision Support, Applications and Emerging Trends, Scientific Method and Research Process, Research Proposal and Evaluation.									
2.	Research Design: Concept and Features of a Good Research Design, Use of a Good Research Design, Qualitative vs. Quantitative Research Approaches, Types of Research Designs, Types of Variables in Research									
3.	Measurement and Data: Concept and Problems of Measurement, Levels of Measurement, Attitude Scaling Techniques and Applications, Types of Data, Questionnaire Methods and Data Collection Applications.									
4.	Sampling: Defining the Universe and Concepts, Characteristics of a Good Sample and Sampling Frame, Probability Sampling Techniques, Non-Probability Sampling Techniques, Practical Considerations and Sample Size.									

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5.	<p>Data Analysis and Report Writing: Data Analysis :Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation.Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. Research Reports: Structure of Research report, Report writing and Presentation.</p>
Text Books:	
<ol style="list-style-type: none">1. Donald Cooper and Pamela Schindler, "Business Research Methods", TMGH.2. Alan Bryman and Emma Bell, "Business Research Methods", Oxford University Press.3. Sachdeva, "Business Research Methods", Himalaya Publications.	
Reference Books:	
<ol style="list-style-type: none">1. William G. Zikmund, Barry J. Babin, John C. Carr, and Mitch Griffin, "Business Research Methods", Cengage Learning.2. Earl R. Babbie, "Research Methods for Social Work", Cengage.3. Pervez Ghauri and Dr. Kjell Gronhaug, "Research Methods in Business Studies: A Practical Guide", FT Prentice Hall.4. C. R. Kothari, "Research Methodology", New Age International Publication.	

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Program: Master of Business Administration							Semester: II			
Course: Financial Management							Code: MBAPC203			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Need to be aware with basic concepts and avenues of investment, concept of risk and return related to investment. Even knowledge of Mutual Funds and derivatives and how to evaluate them.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment. 2. To explain the concept of Mutual Funds and derivatives and how to evaluate them. Understand the risk and return relationship and various investment alternatives available in India. 3. To comprehend the concept of Mutual Funds and derivatives and how to evaluate them. 4. To understand how to use fundamental analysis and technical analysis for stock investments. 5. To create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe the basic concepts and principles used in financial decision making.									
CO2	Explain all theoretical concepts thoroughly all over the syllabus.									
CO3	Perform all the required calculations through relevant numerical problems.									
CO4	Analyze the situation and interpret the result.									
CO5	Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm and select the best course of action among several financial options.									
Course Contents:										
Unit	Description									
1.	Introduction to Financial Management: Meaning & Objectives of Financial Management, Profit Maximization and Wealth Maximization, Scope/Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Functions of Finance Manager, Sources of Finance									

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2.	<p>Tools For Financial Statement Analysis and Planning: Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement and Cash Flow Statement.</p> <p>Numerical problems/cases will be asked on the following topics:</p> <ol style="list-style-type: none"> a) Common size statements b) Comparative statements c) Trend analysis <p>Ratio Analysis (calculation of ratios plus its interpretation)</p>
3.	<p>Working Capital Management: 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.</p> <p>Numerical Problems/Cases will be asked on the following topics: Estimation of working capital requirement (Total Cost Method and Cash Cost Method)</p>
4.	<p>Capital Structure, Cost of Capital and Leverage: Meaning and Factors affecting Capital Structure. Capital Structure Theories and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.</p> <p>Numerical Problems/Cases will be asked on the following topics:</p> <ol style="list-style-type: none"> a) Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC b) Capital Structure theories <p>Leverages</p>
5.	<p>Capital Budgeting - Investment Decision: Meaning of Capital Budgeting, Need and significance of Capital Budgeting Decision, Time value of money.</p> <p>Investment Criterion - Methods of Appraisal: Traditional techniques and Time Adjusted or, Discounted Techniques.</p> <p>Numerical Problems/Cases will be asked on the following topics: Capital Budgeting evaluation Techniques (ARR, Payback Period, Discounted Payback Period, NPV, PI and IRR), Modified Internal Rate of Return, Terminal Value (TV)</p>
Text Books:	
<ol style="list-style-type: none"> 1. Khan and Jain, "Financial Management", TATA McGraw Hill. 2. I.M. Pandey, "Financial Management", Vikas Publication. 	
Reference Books:	
<ol style="list-style-type: none"> 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. 	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Operations Management							Code: MBAPC204			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Knowledge of basic terms and concepts related to Operations, Services, performance objectives, and Supply Chain										
Course Objectives:										
<ol style="list-style-type: none"> 1. To be familiar with the various operational concepts in manufacturing and service industry and their solution approaches. Even having the skills to identify and solve operations management problems. 2. To improving decision making, within and between organizations, that is related to the development, production, and delivery of goods and services. 3. To understand the Operations process, which encompass the bulk of most organizations with the largest portions of assets, working capital and human resources. 4. To recognize supply chain is a network of operations running across an organization, which are needed to design, make, deliver, and service products or services for customers. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Explain basic terms and concepts related to Operations, Services, performance objectives, 5S and Supply Chain.									
CO2	Understand product, process and service innovation, Explain capacity management.									
CO3	Illustrate the various dimensions of PPC and their inter-linkages with forecasting, Develop scheduling chart of given activity.									
CO4	Organize inventory items, Calculate order quantities and Make Use of various inventory classification methods.									
CO5	Outline Generalized Supply Chain Management Model for a product, service and Illustrate linkages with Customer Issues, Logistic and Business Issues.									
Course Contents:										
Unit	Description									
1.	Understanding Operation Management: Understanding the concept of operations management - The input-process-output model - Operations strategy, The five performance objectives, volume, variety dimensions of Manufacturing and service process types, Transformation from manufacturing to operations and logistics to supply chain management, Importance of forecasting and its methods. 5S system.									

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2.	<p>Product and Service Innovation: Product and service innovation, Capacity and demand management, Innovation as a process beyond product and service, 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 out looks affecting volume</p>
3.	<p>Production Planning and Control (PPC): Role, Functions and importance 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, Master Production Schedule- Overview of MRP, CRP, DRP, MRPII. Production Control: Scheduling, Loading Introduction to Gantt Charts, Importance and types of maintenance, Maintenance Planning- Spare Parts Management, Concept of TPM.</p>
4.	<p>Inventory Control & Quality Methodologies: Inventory control & Quality methodologies: Inventory control, Understanding the impact of order quantity on inventory turns- EOQ, ABC analysis (Numerical). 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 every one for successful improvement-Lean tools-Lean improvements across different sectors, Quality management, quality tools &TQM</p>
5.	<p>Supply Chain Management (SCM): Bullwhip Effect in SCM, Collaborative Supply Chain, Inventory Financial Supply Chain, New Revolution within the SCM Fold. Generalized SCM Model, Key Issues in SCM, Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. Supply Chain Management and customer service linkages, Enablers of SCM</p>
Text Books:	
<ol style="list-style-type: none"> 1. Evans and Collier, "Operations Management". 2. B. Mahadevan, "Operations Management: Theory and Practice", Pearson. 3. R.B. Khanna, "Production and Operations Management", PHI Learning, New Delhi. 	
Reference Books:	
<ol style="list-style-type: none"> 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, and D.V. Kalra, "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education. 4. Donald Bowersox and David Closs, "Supply Chain Logistics Management", Tata McGraw Hill. 5. Janat Shah, "Supply Chain Management: Text and Cases". 	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Business Ethos and Corporate Governance							Code: MBAPC205			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Basic concept of Business Ethos and Corporate Governance										
Course Objectives:										
<ol style="list-style-type: none"> To familiarize the students with the importance of ethics and corporate governance in the day-to-day working of organizations. Learn the issues involved in maintaining ethics and how to deal with business situations. To understand the importance of ethical business behaviour and develop their decision-making skills in ethical dilemmas. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Explain the key terms in ethics, business ethics and factors affecting business ethics.									
CO2	Explain theories and Basic model for business ethics.									
CO3	Identify ethical practices in business management.									
CO4	To analyze ethical and corporate governance practices in companies.									
CO5	To understand environmental ethical issues & CSR activity as a good citizen.									
Course Contents:										
Unit	Description									
1.	Introduction of Ethics and Business ethics: Introduction of Ethics, Business Ethics, Evolution (in short), Importance of Ethics, Types of Business Ethics, Factors influencing Business Ethics, Functions of morality, Difference between Morality and Ethics,. Values vs Ethics, Ethics vs Ethos, Concept of Code of Conduct, Trans-cultural human values, Ethical Leadership example to be discussed in Indian business context.									
2.	Theories And Basic Model For Business Ethics: Theories of Business Ethics: Introductory in nature ethical decision making the role of Moral Philosophies in Decision Making, Ethical Organization, Ethical Issues that arise with managers, Kohlenberg's Model, Carrol Gilligan's Model. Case studies in context with Indian companies.									
3.	Ethical Practices In Business Management: Ethical Practices in Business Management, Application in Marketing, Advertising, Finance-Tax Evasion, Application in HR Management alike Compensation and Work Place Harassment of Employees. Decision-making in a situation of ethical dilemmas, Leadership lessons from Chanakya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, West-East theory, Triguna Theory-OSHA Model.									

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4.	<p>Corporate Governance: Introduction, Concept and Need for Corporate Governance, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance. Ethics and Corporate Governance</p>
5.	<p>Environmental Ethical Issues, Business Ethics And Corporate Social Responsibility: Environmental Ethical issues and Business Ethics and Corporate Social Responsibility, Disaster Management Act 2005: Institutional and Financial Mechanism National Policy on Disaster Management, Role of Government in issues related with Carbon credit, Corruption and Gender Issues, related to ethics, Prevention of Sexual Harassment and Discrimination, Contemporary ethical issues like scams and frauds, Ethical issues on social media and e-commerce, Case study based on above issues.</p>
Text Books:	
<ol style="list-style-type: none"> 1. Shailendra Kumar and Alok Kumar Rai, "Business Ethics: An Indian Perspective", Pearson Publication. 2. K. Aswathappa, J. Usha Rani, and Sunanda Gundavajhala, "Business Ethics: Concept, Application, Framework, and Cultural Impact", Himalaya Publishing House. 3. Biswanath Ghosh, "Ethics in Management and Indian Ethos", Vikas Publishing House. 4. Tushar Agarawal and Nidhi Chandorkar, "Indian Ethos of Management", Himalaya Publishing House. 5. Khandelwal, "Indian Ethos and Values for Managers", Himalaya Publishing House. 	
Reference Books:	
<ol style="list-style-type: none"> 1. T. N. Chhabra, "Business Ethics and CSR". 2. Nandagopal R and Ajith Sankar, "Indian Ethos and Values in Management", Tata McGraw Hill Publishing Co. Ltd. 3. Subhas Sharma, "New Mantras Incorporate Corridors: From Ancient Routes to Global Roots", New Age International Publishers. 	

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Program: Master of Business Administration							Semester: II			
Course: Advanced Marketing							Code: MBAPC206			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
03	-	-	03	50	50	-	-	-	100	
Prerequisites:										
Deep knowledge of Marketing and its application in business.										
Course Objectives:										
To develop understanding of advanced marketing concepts, various prevailing practices in market related to product, pricing and promotional decisions, marketing channels, sales management and international market characteristics; to decipher actual market scenario and make managerial decisions accordingly.										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Identify the key terms associated with the marketing mix.									
CO2	Summarize the implications of product and pricing decisions and how they affect the business performance.									
CO3	Demonstrate the application of decisions related to promotion, sales management and setting of marketing channels.									
CO4	Analyze various functions of a sales organization and also analyze International business environment and its characteristics.									
CO5	Compare the learned marketing concepts and strategies with real world marketing offering through cases and business models.									
Course Contents:										
Unit	Description									
1.	Product And Pricing Decisions: Concept and classification of products, Major product decisions, line, and mix, Branding, packaging, labeling, and new development, Product Life Cycle (PLC) characteristics and concept, Pricing factors, policies, strategies, and management.									
2.	Promotion And Marketing Channels: Communication process and promotion mix elements, Advertising budget, copy design, and testing, Media selection and advertising effectiveness, Sales promotion tools and techniques, Marketing channels: meaning, roles, and functions, wholesaling, retailing, franchising, direct marketing, e-commerce.									
3.	Sales Management And Organization: Sales management definition, scope, executive coordination, Sales planning, control, and sales process steps, Sales organization purpose, setup, and types, Analyzing sales potential and forecasting methods. Negotiation skills, ethical behavior, personal selling ethics.									

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4.	International Marketing Aspects: Entering foreign markets: strategies and challenges, Role and importance of multinational corporations, International business environment and trade theories, WTO, global liberalization, and foreign direct investment.
5.	Marketing Mix of MNC: Analyzing marketing mix of a manufacturing product. MNC vs. domestic firm's marketing mix differences. Example: mapping sales and distribution of MNC.
Text Books:	
<ol style="list-style-type: none">1. Rajan Saxena, "Marketing Management", TMGH.2. Dr. D.B. Bharati and Rohan Dahivale, "Marketing Management"	
Reference Books:	
<ol style="list-style-type: none">1. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, and Ehasan Haque, "Principles of Marketing", Pearson.2. Ramaswamy and Namakumari, "Marketing Management", Macmillan.3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, "Marketing Management", Pearson.	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Program Elective – II* (Practical leadership Skills)							Code: MBAPE207A			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
02	-	-	02	-	50	-	-	-	50	
Prerequisites:										
Knowledge about successful leaders of MNC's										
Course Objectives:										
<ol style="list-style-type: none"> 1. To understand various leadership skills. 2. To study various leadership styles. 3. To study leadership theories. 4. To analyze qualities required for successful leadership. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Identify the skills needed to lead.									
CO2	Explain the basic concepts of leadership									
CO3	Analyze modern theories and Leadership styles.									
CO4	Evaluate the necessary skills to be a competent leader									
Course Contents:										
Unit	Description									
1.	Knowing Self: Self-awareness and management mastery, Leveraging strengths for success, Emotional, social intelligence in leadership.									
2.	Leadership and Body Language: Leadership styles and practical application, Importance of leader's non-verbal messages, Impressions formed by subtle cues, Guidelines to read and use body language, Synchronize verbal and non-verbal communication.									
3.	Leader by Practice: Differentiating power-seeking and accidental leaders, Positive world-changing leadership practices emphasized, Importance of action over chance, Activity-based unit on leader traits, Effective leaders' exhibited traits studied.									
4.	Leader of My Choice: Leadership strengths and successful styles, Leader vs. coach and mentor, Great leaders as decision-makers, Qualities for decisive leadership, Developing mindfulness and choice.									
5.	Delegating and Decision Making in Leadership: Delegating effectively and motivating people, Building a high-performance team, Managing interpersonal conflicts, Decision Making and Biases Moral dilemmas and Ethical leadership									
Text Books:										
<ol style="list-style-type: none"> 1. Robert N. Lussier, "Leadership: Theory, Application and Skill Development," 5th Edition, Cengage Learning. 										



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| 2. Richard L. Hughes, "Leadership: Enhancing Lessons of Experience," 8 th Edition, McGraw-Hill Education. |
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Reference Books:

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| 1. Susan J. Erenrich and Jon F. Wergin, "Grassroots Leadership and the Arts for Social Change," Rowman & Littlefield. |
| 2. Rajiv Agarwal, "Management Lessons from the Masters: Believe To Succeed Like Azim Premji," Notion Press. |
| 3. R. Gopalakrishnan and Pallavi Mody, "How Anil Naik Built L&T's Remarkable Growth Trajectory," HarperCollins India. |
| 4. Alfred P. Sloan, "My Years With General Motors," Diane Publishing Co. |

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Program Elective – II* (Current Business Scenario)							Code: MBAPE207B			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
02	-	-	02	-	50	-	-	-	50	
Prerequisites:										
Knowledge about the economic, financial & import export aspects of existing businesses & industries.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To study various economic indicators & trade agreements related to business. 2. To discuss national & international current affairs related to technology, banking etc. 3. To discuss latest topics from Technology, Business and Economics. 4. To analyze current updates in different businesses. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Explain current affairs of national and International importance									
CO2	Examine different economic policy changes affecting business.									
CO3	Analyze the Initiatives/ schemes of the government for entrepreneurship, startup, innovation									
CO4	Evaluate the impact of different business policy affecting business.									
CO5	Relate current state with professional and personal life accomplishments									
Course Contents:										
Unit	Description									
1.	Introduction to Economic Indices: Basket of currencies, Exchange rates, Inflation, repo rate, reverse repo rate, Oil price, GDP, Stock market. Foreign Trade Policy: Introduction, Exim Policy (Latest), Regional Trade Agreement: BRICS, SAARC, EU and NAFTA and Special Economic Zones (SEZ).									
2.	Current Affairs of National and International Importance: Relating to: Business, National, International, Technology, Politics, Sports News analysis; its discussion and presentation on - Current development in Banking and Finance (digital banking, govt. initiatives, financial inclusion)									
3.	Knowledge Presentations: Latest topics from Technology, Business and Economics.									
4.	Current Updates: Current development in stock markets. Current updates on environment, bio-diversity, climate change and sustainable development Business personalities and leaders. Current political scenario Initiatives/ schemes of the government Policy changes affecting business. Current affairs and Society, Goal setting with action plan.									
5.	Various Authorities: International Bodies: (ASEAN, G-20, BIMSTEC, etc.) Organizations: like, RBI, NABARD, CCI, IBBI, IMF, OECD, ADB, World Bank, etc.									
Reference Books:										
1. Newspaper like Economic Times, The Hindu, The Indian Express, Financial Express and Ted talk, Business Magazine, Research Journals can be referred.										

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Data Analysis using R							Code: MBASL208			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
01	02	-	02	25	-	-	-	25	50	
Prerequisites:										
Required knowledge of R programming										
Course Objectives:										
<ol style="list-style-type: none"> 1. To proficiently use R for data manipulation, analysis, and visualization, applying advanced techniques to interpret complex datasets. 2. To understand and apply various statistical methods, including hypothesis testing, regression analysis, and clustering, to derive actionable insights from data. 3. To develop the ability to use data-driven insights to support strategic business decisions, enhancing their analytical and decision-making skills in a business context. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Describe the basic concepts of R programming language									
CO2	Explain the fundamental concepts associated with programming in R including functions, variables, data types, pipes, and vectors									
CO3	Demonstrate uses of various operations in R									
CO4	Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R.									
CO5	Select the right functions of R for the given analytics task.									
Course Contents:										
Unit	Description									
1.	Introduction to R: Downloading and installing R involves setting up the software and using the command line. Learn basic operations, data import, packages, functions, and R-Studio for efficient coding.									
2.	Data Structures: Understand various data structures in R, such as vectors, matrices, arrays, and factors, as well as data frames and lists, including how to assign values. Learn to import data from Excel and export data, utilize inbuilt R functions, and apply flow control statements for effective programming.									
3.	Data Manipulation & Visualization: Master advanced data handling and manipulation techniques in R, and use ggplot2 for sophisticated data visualization, including bar plots, pie charts, and histograms. Learn the benefits of writing R scripts for automation and efficiency, and explore the dplyr package for streamlined data processing.									
4.	Statistics with R: Understand hypothesis and its types, along with data sampling techniques and statistical tests like Z-test and T-test. Learn about ANOVA, linear regression, and multiple linear regression models, including how to interpret regression results, and explore non-linear regression methods.									

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5.	<p>Data Mining: Explore association analysis and market-based rules using the Apriori algorithm, along with segmentation analysis and types of segmentation. Learn clustering techniques like K-means and Bayesian clustering, and apply Principal Component Analysis for dimensionality reduction.</p>
<p>Text Books:</p> <ol style="list-style-type: none">1. Robert Kabacoff, "R in Action," Manning Publications, 2015.2. Hadley Wickham and Garrett Grolemund, "R for Data Science," O'Reilly Media, 2016.3. Yanchang Zhao, "R and Data Mining: Examples and Case Studies," Chapman and Hall/CRC, 2016.	
<p>Reference Books:</p> <ol style="list-style-type: none">1. Clemens Reimann, "Statistical Data Analysis Explained: Applied Environmental Statistics with R," John Wiley & Sons, Chichester.2. Deborah Nolan, "Data Science in R: A Case Studies Approach to Computational Reasoning and Problem Solving," CRC Press, Boca Raton.3. Bill Franks, "The Analytics Revolution: How to Improve Your Business by Making Analytics Operational in the Big Data Era," Wiley, Hoboken.4. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics," John Wiley & Sons, Hoboken.	

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Business Communication – II							Code: MBASL209			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
01	02	-	02	25	-	-	25	-	50	
Prerequisites:										
Sound Knowledge of Business communication skill with soft skill training ability										
Course Objectives:										
<ol style="list-style-type: none"> 1. To familiarize the students with style of business communication. 2. To understand characteristics and rules of effective business communication. 3. To develop skills to prepare draft of good business communication. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Remember the elements of efficient and effective communication.									
CO2	Discuss the importance and structure of written communication									
CO3	Apply the rules of good and effective written communication.									
CO4	Differentiate between various business communications									
CO5	Compose reports, memos, e-mails and notices.									
Course Contents:										
Unit	Description									
1.	Introduction to Written Communication: Introduction to written communication in business, Advantages, Disadvantages, types and importance of business communication. Phases in communication cycle, effective communication and its barriers.									
2.	Basics of Written Communication: Writing style, tone, punctuation, grammar, and spelling, and adaptation, selection of words and rules of good written communication. Drafting, editing, developing logical paragraphs, and finalization of business communication letter.									
3.	Comprehension and Summarization: Comprehension of passage and summarization. Meeting Agenda and MoM preparation. Application, Resumes, CVs, Offer letter, Job description, Resignation Summarization.									
4.	Business Communications: Business communication: Characteristics, 7C's and types. Business reports: writing effective business report, circulars, and formal letters. Letter of appreciation, memos, warning, show cause notice.									
5.	e Correspondence and External Communication: Correspondence: Meaning, concept, features, common errors, of e-mail, e mail Etiquettes, advantages and disadvantages of e-mail. External communication: notice, tender bid, auction, business proposal and press release.									



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Text Books:

1. Mary Munter, "Guide to Managerial Communication: Effective Business Writing and Speaking," Prentice Hall, 2002.
2. Herta Murphy, Herbert Hildebrandt, and Jane Thomas, "Effective Business Communication," Tata McGraw-Hill Education.

Reference Books:

1. Asha Kaul, "Effective Business Communication," Prentice Hall of India, 2005.
2. Tayler Shinley, "Communication for Business," Pearson Education.

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Program: Master of Business Administration							Semester: II			
Course: Event Management							Code: MBALH210			
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)						
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total	
01	02	-	02	25	-	25	-	-	50	
Prerequisites:										
Knowledge of Event Management as well as experience to organize event at department, institute or university level.										
Course Objectives:										
<ol style="list-style-type: none"> 1. To equip students to create event plans aligning with organizational goals, including budgeting and marketing. 2. To develop skills in timeline creation, resource allocation, and performance evaluation for events. 3. To enhance abilities to manage teams, negotiate with stakeholders, and ensure effective communication. 										
Course Outcomes: After completion of this course, students will be able to -										
COs	Course Outcomes									
CO1	Define the scope of the events industry.									
CO2	Apply the skills to design, plan, create, implement, manage, and market events.									
CO3	Analyze the practical ground requirements of Event Management.									
CO4	To document their key learning made and shall submit the same in the form of a report for all the Events they have participated.									
CO5	Design the events in a sustainable manner and evaluate event outcomes.									
Course Contents:										
Unit	Description									
1.	Introduction to Event Management: Event management involves defining needs, understanding frameworks, and assessing market requirements. Key aspects include setting objectives, budgeting, and developing essential communication skills. The process encompasses initial conceptualization, detailed planning, and skillful execution to create impactful events.									
2.	Event Planning: Event planning encompasses financial goal-setting, ROI analysis, and venue selection with logistics planning. Managing hospitality, catering, and potential crises, while coordinating staff and organizing all aspects of the event. Legal considerations are crucial throughout the process, ensuring compliance and minimizing risks associated with event management.									
3.	Event Sponsorship and Budgeting: Event sponsorship and budgeting essential financial management concepts in event planning. Budgeting, profitability analysis, cost control, and strategic decision-making techniques crucial for successful event execution and financial sustainability.									

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4.	Marketing of Events: Event marketing encompasses understanding strategies and needs for promoting various types of events. Importance of digital marketing techniques for events. marketing approaches for festivals, corporate gatherings, and social events, examining future trends in the field.
5.	Successful Event Management: Successful event management practical tips for organizing successful events across different categories. Common challenges and issues specific to various event types. creative approaches and strategies for attracting new clients in the event planning industry.
Text Books:	
<ol style="list-style-type: none">1. Swarup K. Goyal, "Event Management," Adhyayan Publisher.2. Savita Mohan, "Event Management and Public Relations," Enkay Publishing House.3. Anton Shone and Bryn Parry, "Successful Event Management: A Practical Handbook".	
Reference Books:	
<ol style="list-style-type: none">1. Devesh Kishore and Ganga Sagar Singh, "Event Management: A Blooming Industry and an Eventful Career," Haranand Publication.2. Leelamma Devasia and V.V. Devasia, "The Art of Successful Event Management," APH Publishing Corporation.3. Cheryl Kimball, "Start Your Own Event Planning Business: Your Step-by-Step Guide to Success," 3rd Edition, Perseus Books Group, Entrepreneur Press.	

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Program: Master of Business Administration							Semester: II		
Course: Desk Research Project							Code: MBAEL211		
Teaching Scheme (Hrs/week)				Evaluation Scheme (Marks)					
Lecture	Practical	Tutorial	Credit	CIE	ETE	TW	OR	PR	Total
01	02	-	02	-	-	-	25	25	50
Prerequisites:									
Basic Research Background									
Course Objectives:									
1. To provide experience to students in business environment studied.									
Rules:									
Online Internship Certificate and Report of Project need to submit to Concern Person (Faculty Mentor)									
Format for Business Desk Research Report									
<p>Desk research as secondary research or as a literature review. This research method involves summarizing and compiling research findings and data already available. It includes collecting and analyzing information that already exists and is relatively easy to obtain, such as data already held by a company, published government reports, periodic market research, and information in newspapers, magazines, or the Internet.</p> <p>The report is consist of:-</p> <p>Executive summary: An executive summary is a standalone section that summarizes the findings in your report so readers know what to expect.</p> <p>Introduction: Setting up the body of the report, your introduction explains the overall topic that you are about to discuss. Objectives and significance are presented in this section.</p> <p>Body: The body of the report explains all your major discoveries, broken up into headings and subheadings. The body makes up the majority of the entire report; whereas the introduction and conclusion are just a few paragraphs each, the body can go on for pages. SWOT analysis of company is presented here.</p> <p>Conclusion: The conclusion is where you bring together all the information in your report and come to a definitive interpretation or judgment. This is usually where the author inputs their own personal opinions or inferences.</p>									