Department of Master of Business Administration
Academic Year 2024-25
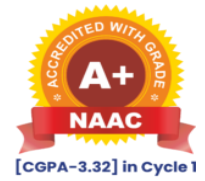
Masters of Business Administration
(MBA Programme)

Syllabus
Batch: 2024-26

Credits: 103

INDEX

Preamble

MES' Institute of Management and Career Courses (IMCC) offers post graduate MBA Programme affiliated to Savitribai Phule Pune University (SPPU), approved by All India Council for Technical Education (AICTE) spans through two academic years with four semesters. The MBA curriculum implements Outcome Based Education(OBE) along with Choice Based Credit System (CBCS). This MBA syllabus, aims at a comprehensive and rigorous education in Business Administration and provides a holistic approach. This programme is designed to foster a culture wherein students' talent is amplified with knowledge, skills, managerial training and guidance needed to become management professionals capable of tackling real-world problems in a variety of fields.

The curriculum has a total of 103 credits, spread over a period of two years. The curriculum is designed to expose students to both theoretical and practical aspects and provide them with hands-on experience in the latest managerial concepts used in the industry. In every semester, students to appear for various certifications which enables students to make their resume rich. In the MBA Curriculum General Management Courses, Specialization Courses, Research Publication, Summer Internship project, Field Project, Research Project, Value Added courses, MOOC courses, Certifications, Skill Enhancement Courses and courses under Indian Knowledge System (IKS) are offered to the students. Students are encouraged to participate in various co-curricular and extra-curricular activities. These activities help students to develop their leadership, teamwork, and communication skills, and provide them with a well-rounded education.

Institute's Vision and Mission

Vision

IMCC's vision is to be a globally recognized institution ensuring excellence in academics, innovation, research and entrepreneurship. Institute envisions producing, highly knowledgeable, ethically strong, self -motivated professionals who will contribute effectively towards society and nation.

Mission

- To make the Institute a front-runner in the fields of Academics and Research.
- To create a center of excellence to develop multi-faceted professionals who will meet global needs.
- To provide a holistic learning environment for versatile development of learners.
- To encourage flair for entrepreneurship among learners.
- To groom students into ethically sound, socially responsible and nationally committed professionals.

4. Outcome Based Education:

Outcome-Based Education (OBE) Approach: Outcomes are about performance, and this implies:

  i. There must be a performer – the student (learner), not only the teacher
  ii. There must be something performable (thus demonstrable or assessable) to perform
  iii. The focus is on the performance, not the activity or task to be performed.

Programme Educational Objectives (PEOs):

Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus, PEOs are what the program is preparing graduates for in their career and professional life (to attain within a few years after graduation).

Graduate Attributes (GAs):

Graduate Attributes (GAs) are the qualities, knowledge, and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, disciplinary expertise or technical knowledge.

Programme Outcomes (POs):

Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

  i. Disciplinary knowledge and skills
  ii. Generic skills
  iii. Attitudes and values

Course Outcomes (COs):

A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

Teaching and Learning Activities (TLAs):

The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

Assessment:

It is the process of collecting, recording, scoring, describing and interpreting information about learning.

Outcome Based Assessment (OBA):

An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

Rubric (Assessment Rubric):

A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

Academic credit:

An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instruction required per week.

Credit: In terms of credits, for a period of one semester of 15 weeks:

i.   Every ONE-hour session per week of L amounts to 1 credit per semester
ii. Every TWO-hour tutorial per week of L amounts to 1 credit per semester
iii. A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Deputy Director /Head of the Department / Designated academic authority of the Institute.

Session:

Each teaching-learning, evaluation session shall be of 60 minutes. However, the institute will have the flexibility to define its time slots in a manner as to use its faculty and infrastructure resources in the best possible way and ensure effective learning.

Course Announcement: The institute will announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It will not be mandatory for the institution to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, the institute will offer choices to the students for the elective courses.

Course Registration:

It is mandatory for every student, to register every semester, for the courses opted for that semester. On the advice of Class Coordinator/ Faculty Advisor appointed for the purpose of counseling students on the choice of courses, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within the first week of

Semester I and immediately after the conclusion of the preceding term for subsequent Semesters II, III and IV.

4.1 MBA Programme Focus:

Programme Educational Objectives (PEOs):

PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and 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 pursuits 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 their 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, intrapreneurs and change agents.

4.2 Programme Outcomes (POs):

At the end of the MBA Programme the learner will possess the

a) **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.

b) **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.

c) **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.

d) **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.

e) **Leadership and Teamwork** - 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.

f) **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.

g) **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

h) **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.

i) **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.

j) **LifeLong Learning** – Ability to operate independently in a new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

4.3 Graduate Attributes (GAs):

At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behavior

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5. MBA Program Structure

Section	Semester I			Semester II			Semester III			Semester IV		
	Course Code	Credit	Marks	Course Code	Credit	Marks	Course Code	Credit	Marks	Course Code	Credit	Marks
Section A	GM 01	3	100	GM 07	3	100	GM 13	3	100	GM 14	3	100
	GM 02	3	100	GM 08	3	100	SIP	8	100	**Any Four**		
	GM 03	3	100	GM 09	3	100	**Any Three**					
	GM 04	3	100	GM 10	3	100	SC 01	3	100	SC 06	3	100
	GM 05	3	100	GM 11	3	100	SC 02	3	100	SC 07	3	100
	GM 06	3	100	FP 01	3	100	SC 03	3	100	SC 08	3	100
							SC 04	3	100	SC 09	3	100
							SC 05	3	100	SC 10	3	100
		18	*600*		*18*	*600*		*20*	*500*		*12*	*500*
Section B	GC 01	2	50	GC 04	2	50	GC 07	2	50	RP 01	6	100
	GC 02	2	50	GC 05	2	50	GC 08	2	50	MOOC 1	2	50
	GC 03	2	50	GC 06	2	50	GC 09	2	50	MOOC 2	2	50
		6	*150*		*6*	*150*		*6*	*150*		*10*	*200*
Section C Optional Basket (Any Two)	VAC 01	1	25	VAC 13	1	25						
	VAC 02	1	25	VAC 14	1	25						
	VAC 03	1	25	VAC 15	1	25						
	VAC 04	1	25	VAC 16	1	25						
	VAC 05	1	25	VAC 17	1	25						
	VAC 06	1	25	VAC 18	1	25						
	VAC 07	1	25	VAC 19	1	25						
	VAC 08	1	25	VAC 20	1	25						
	VAC 09	1	25	VAC 21	1	25						
	VAC 10	1	25	VAC 22	1	25						
	VAC 11	1	25	VAC 23	1	25						
	VAC 12	1	25	VAC 24	1	25						
		2	*50*		*2*	*50*						
	Semester I			Semester II			Semester III			Semester IV		
	Total Credits	Total Marks		Total Credits	Total Marks		Total Credits	Total Marks		Total Credits	Total Marks	
	26	*800*		*26*	*800*		*26*	*650*		*25*	*700*	

GM= General Management Courses; GC= Generic Compulsory Courses; SC= Specialization Core Courses; VAC= Value Added Courses; FP= Field Project; RP= Research Project; SIP= Summer Internship Project

Summary of Course Offered:

Sr. No.	Section	Course Types	Total Courses	Total Credit	Nature
1	**Section A**	General Management	13	39	Compulsory
		Specialization Core	7	21	Elective
		Field Project	1	3	Compulsory
		Summer Internship Program	1	8	Compulsory
2	**Section B**	Generic Compulsory	9	18	Compulsory
		Research Project	1	6	Compulsory
		MOOC	2	4	Compulsory
3	**Section C**	Value Added Courses	4	4	Elective
		Total	**38**	**103**	

5.1 Semester I

Section	Course Code	Course Name	Credit	Marks
		Semester I		
Section	**Course Code**	**Course Name**	**Credit**	**Marks**
	GM 01	Organizational Behaviour	3	100
	GM 02	Financial Statement and Analysis	3	100
Section A	GM 03	Fundamentals of Marketing	3	100
	GM 04	Business Analytics	3	100
	GM 05	Digital Business	3	100
	GM 06	Decision Science	3	100
			18	**600**
	GC 01	Verbal & Written Communication Lab	2	50
Section B	GC 02	MS Excel	2	50
	GC 03	Managerial Economics	2	50
	Any Two Courses to be Selected		**6**	**150**
	VAC 01	Project Feasibility and Financing	1	25
	VAC 02	Sustainability	1	25
	VAC 03	Enterprise Analysis: Desk Research	1	25
	VAC 04	Design Thinking	1	25
	VAC 05	Qualitative Research Methodologies	1	25
	VAC 06	Selling And Negotiation	1	25
Section C	VAC 07	Essentials of Psychology	1	25
	VAC 08	Behavioural Finance	1	25
	VAC 09	Lean Manufacturing	1	25
	VAC 10	Rural marketing	1	25
	VAC 11	Aviation Management	1	25
	VAC 12	Intellectual Property Rights	1	25
			2	**50**
			Total Credits	**Total Marks**
			26	**800**

5.2 Semester II

Section	Course Code	Course Name	Credit	Marks
Semester II				
	GM 07	Marketing Management	3	100
	GM 08	Financial Management	3	100
Section A	GM 09	Human Resource Management	3	100
	GM 10	Business Research Methods	3	100
	GM 11	Supply Chain & Logistics Management	3	100
	FP 01	Field Project	3	100
			18	**600**
	GC 04	Contemporary Framework in Management	2	50
Section B	GC 05	Data Visualization	2	50
	GC 06	Entrepreneurship & New Venture Management	2	50
			6	**150**
Any Two Courses to be Selected				
	VAC 13	Demand Forecasting	1	25
	VAC 14	Corporate Social Responsibility	1	25
	VAC 15	Industry Analysis: Desk Research	1	25
	VAC 16	Business Plan	1	25
	VAC 17	Research Proposal Writing.	1	25
	VAC 18	Influencer Marketing	1	25
Section C	VAC 19	Psychometric Testing and Assessments	1	25
	VAC 20	Fintech	1	25
	VAC 21	Theory of Constraint	1	25
	VAC 22	Micro Finance	1	25
	VAC 23	Hospitality & Tourism Management	1	25
	VAC 24	Legal Aspects of Startups	1	25
			2	**50**
			Total Credits	**Total Marks**
			26	**800**

5.3 Semester III

Semester III				
Section	**Course Code**	**Course Name**	**Credit**	**Marks**
Section A	GM 13	Strategic Management	3	100
	SIP	Summer Internship Project	8	100
	Any Three out of Five			
	SC 01	Specialization Core 1	3	100
	SC 02	Specialization Core 2	3	100
	SC 03	Specialization Core 3	3	100
	SC 04	Specialization Core 4	3	100
	SC 05	Specialization Core 5	3	100
			20	**500**
Section B	GC 07	Management Paradigms from Bhagavad Gita (IKS)	2	50
	GC 08	Business Laws	2	50
	GC 09	Cases in Management	2	50
			6	**150**
			Total Credits	**Total Marks**
			26	**650**

Specialization Courses:

Course Code	Financial Management	Course Code	Marketing Management	Course Code	Human Resource Management	Course Code	Business Analytics
SC-FIN-01	Advance Financial Management	SC-MKT-01	Marketing Research and Information System	SC-HR-01	HR Operations	SC-BA-01	Big Data Analytics
SC-FIN-02	Banking Operations & Regulations	SC-MKT-02	Consumer Behaviour	SC-HR-02	Employee Relation & Industry Relation	SC-BA-02	Health Care Analytics
SC-FIN-03	Security Analysis and Portfolio Management	SC-MKT-03	Digital marketing	SC-HR-03	Human Resource Information Systems	SC-BA-03	Digital marketing
SC-FIN-04	Equity Research	SC-MKT-04	Sales and Distribution Management	SC-HR-04	Compensation and benefits management	SC-BA-04	Supply & Operation Chain Analytics
SC-FIN-05	Current Trends and Cases In Finance	SC-MKT-05	B2B Marketing	SC-HR-05	Current Trends and Global HRM	SC-BA-05	Python Programming

5.4 Semester IV

Semester IV				
Section	**Course Code**	**Course Name**	**Credit**	**Marks**
Section A	GM 14	Enterprise Performance Management	3	100
	Any Four out of Five			
	SC 06	Specialization Core 6	3	100
	SC 07	Specialization Core 7	3	100
	SC 08	Specialization Core 8	3	100
	SC 09	Specialization Core 9	3	100
	SC 10	Specialization Core 10	3	100
			15	**500**
Section B	M1	MOOC I	**2**	**50**
	M2	MOOC II	**2**	**50**
	RP 01	Research Project	**6**	**100**
			Total Credits	**Total Marks**
			25	**700**

Specialization Courses:

Course Code	Financial Management	Course Code	Marketing Management	Course Code	Human Resource Management	Course Code	Business Analytics
SC-FIN-06	Mergers Acquisition and corporate restructuring	*SC-MKT-06*	Strategic Marketing	*SC-HRM-06*	Performance Management	*SC-BA-06*	Business applications of Blockchain technologies
SC-FIN-07	Financial Analytics	*SC-MKT-07*	Marketing Analytics	*SC-HRM-07*	HR Analytics	*SC-BA-07*	Financial Analytics
SC-FIN-08	Financial Risk Management	*SC-MKT-08*	Customer Relationship Management	*SC-HRM-08*	Learning and Development	*SC-BA-08*	Marketing Analytics
SC-FIN-09	Wealth Management	*SC-MKT-09*	Product and Brand Management	*SC-HRM-09*	HR Audit	*SC-BA-09*	HR Analytics
SC-FIN-10	Insurance Laws & Regulations	*SC-MKT-10*	Services Marketing	*SC-HRM-10*	Strategic HRM	*SC-BA-10*	Data Mining

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6. Evaluation and Examination: (Refer Annexure: Exam Policy)

6.1 Formative Assessment (FA) / Concurrent Assessment (CA):

i. The course teacher shall prepare the scheme of Formative Assessment before commencement of the term. The scheme of Formative Assessment shall explicitly state the linkages of each Formative Assessment Item with the Course Outcomes and define the targeted attainment levels for each CO.

ii. The Director / Head of the Department / Program Coordinator shall approve the scheme of Formative Assessment with or without modifications.

iii. The course teacher shall display, on the notice board, the approved Formative Assessment scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.

iv. At the end of the term, aggregate Formative Assessment scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board.

6.1.1 Formative Assessment Methods:

Student assessment should be as comprehensive as possible and provide meaningful and constructive feedback to faculty and students about the teaching-learning process. Over-use of question-answers shall be discouraged for formative assessments. Course teachers shall opt for a combination of one of more FORMATIVE ASSESSMENT methods listed below.

Sr. No.	Evaluation Components	Sr. No.	Evaluation Components
1	MCQs with multiple correct answers	27	Learning Diary
2	Class Test	28	ScrapBook / Story of the week / Story of the month
3	Open Book Test	29	Creating a Quiz
4	Written Home Assignment	30	Designing comic strips / Cartoon strips
5	In-depth Viva-Voce	31	Drama scripts
6	Case Study	32	Creating Brochures / Bumper Stickers / Fliers
7	Caselet	33	Creating Crossword Puzzles
8	Situation Analysis	34	Creating and Presenting Posters
9	Presentations	35	Writing an Advice Column
10	Field Visit / Study tour and report of the same	36	Library Magazines based assessment
11	Small Group Project & Internal Viva-Voce	37	Peer assessment
12	Model Development	38	Autobiography/Biography
13	Role Play	39	Writing a Memo
14	Story Telling	40	Work Portfolio
15	Fish Bowls	41	E-portfolios

16	Book Review	42	Digital stories
17	Drafting a Policy Brief	43	eNewsletter, eMagazine
18	Drafting an Executive Summary	44	Recorded interviews of stakeholders posted on YouTube
19	Literature Review	45	Simulation Exercises
20	Term Paper	46	Gamification Exercises
21	Thematic Presentation	47	Presentation based on Google Alerts
22	Publishing a Research Paper	48	Webinar based assessment
23	Annotated Bibliography	49	Creating Webpage / Website / Blog
24	Creating Taxonomy	50	Creating infographics / infomercial
25	Creating Concept maps	51	Creating podcasts / Newscast
26	Discussion Boards		

6.1.2 Rubrics:

The course teacher shall design Rubrics for each Formative Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / Program Coordinator of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course.

The rubric shall detail the following:

1. Linkages of the Formative Assessment to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines.
8. Any other relevant details.

6.1.3 Safeguards for Credibility of Formative Assessment:

The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

i. Involving faculty members from other management institutes.
ii. Setting multiple question paper sets and choosing the final question paper in a random manner with solutions.
iii. One of the internal faculty members (other than the course teacher) acting as in charge during activity-based evaluations.
iv. Involvement of Industry personnel in evaluating projects / field-based assignments.
v. Involvement of alumni in evaluating presentations, role plays, etc.
vi. 100% moderation of answer sheets, in exceptional cases.

6.1.4 Retention of Formative Assessment Documents:

Records of FORMATIVE ASSESSMENT shall be retained for 3 years from the completion of the Academic Year. i.e. Current Academic Year (CAY) + 3 years.

6.2 Summative Evaluation:
Term end evaluation will be conducted at the end of each semester.

7. Program Flexibility:

7.1 Average Credits per semester, Fast & Slow Learners:

a. It is expected that a student registers for 26 credits in Semester I, II, III and 25 credits in Semester IV.
b. Fast learners (under accelerated plan), may be permitted to register for up to 6 additional credits per semester, subject to fulfilling the prerequisites defined for a course, if any. However, the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
c. Slow learners may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 3 academic years since the first admission to the MBA programme.

7.2 Dropping an Elective Course:

a. Students who opt for an elective course and fail to earn the credits for the elective course (VAC) are permitted to opt for another elective course (VAC) in case they feel like doing so.
b. In such a case they shall be said to have dropped the original course and opted for a new one.
c. General Management (GM), Specialization Course (SC) & Generic Compulsory (GC) CANNOT be dropped.
d. Not more than 2 courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

7.3 Horizontal or Lateral Credit Transfer:

a. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
b. Horizontal or Lateral Credit Transfer shall be permitted between the MBA and the MCA programme for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
c. The list of such courses eligible for Horizontal or Lateral Credit Transfer between the MBA and the MCA programme shall be announced by the BOS/Faculty.
d. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
e. Such transfer shall be permitted for Generic Compulsory Courses (GC) only.

7.4 Block Credit Transfer:

a. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.

b. Block credit transfer shall be permitted for all national and international professional certifications achieved by the learner provided the courses learning outcomes (CLOs) are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.

c. Such transfer shall be permitted for Value Added Courses (VAC) ONLY.

7.5 Credit Transfer for MOOCs:

a. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM, NPTEL, EdX, Coursera, Udemy.

b. Priority shall be given to the SWAYAM platform. If a course is not available on SWAYAM, other online platforms may be used.

c. Not more than 20% of the total credits (20 Credits) shall be earned through the MOOCs.

d. Not more than 25% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.

e. Since MOOC is a guided self-study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

f. Students shall apply to the Director / Head of the Department / Programme Coordinator of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.

g. Online courses of SWAYAM or equivalent platform shall be allowed if:
   i. There is non-availability of suitable teaching staff for running a course in the Institution or
   ii. The facilities for offering the elective papers (courses), sought for by the students are not on offer in the institution, but are available on the SWAYAM or equivalent platform.

7.5.1 Evaluation of MOOCS through SWAYAM:

a) In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

b) The evaluation should be based on predefined norms and parameters and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions forums, quizzes, assignments, sessional examinations and final examination.

c) After conducting the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

d) The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the provision that the programs in which Lab/Practical Component is involved, the parent institution will evaluate

the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.

e) A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.

7.5.2 Evaluation of MOOCS through EdX, Coursera, Udemy:

1. The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.

2. Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

7.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of ASCC (Alternative Study Credit Courses). These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 20% of the total credits (20 Credits) shall be earned through the Professional Certification Programmes.
3. Not more than 25% of the credits (6 credits) per semester shall be earned through the Professional Certification Programmes.
4. Students shall apply to the Director / Head of the Department / Program Coordinator, other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.

7.6.1 Indicative list is provided below –

i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
ii. Foreign Language Certification Equivalent to A1/A2 or above
iii. Google / Microsoft / Oracle / Sun Certification
iv. NSE / BSE / NISM Certification
v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
vi. Six Sigma Certification
vii. ISO Certification (as an auditor)
viii. Tally ERP Certification
ix. NLP Certification

8. Additional Specialization:

1. A student who has earned the MBA with another Specialization may enroll for additional specialization after passing out the regular MBA programme.

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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2. Such students will be exempted from appearing for all the General Management (GM), Generic Compulsory (GC), Value Added Courses (VAC).

9. Passing Standards:

● A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
● Formative Assessment and Summative Assessment shall be separate heads of passing.

Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into 6 as per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016 Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

9.1 The performance of a student will be evaluated in terms of two indices, viz.

I. Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
II. Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time
III. Percentage of the marks to be mentioned alongside CGPA in the final Semester marksheet.

10. Degree Requirements:

The degree requirements for the MBA programme are completion of minimum 103 credits.

11. Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum 4 attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of VAC.
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at most 2 courses.

12. Maximum Duration for completion of the Programme:

The candidates shall complete the MBA Programme within 4 years from the date of admission.

13. Grade Improvement:

1. A Candidate who has secured any grade other than F(Fail) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.

2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.

3. He /she shall appear for Evaluation of at least 1/3rd of the General Management / Specialization Courses (except SIP, FP and RP) for the purpose of Grade Improvement.

4. GC & VAC cannot be selected for Grade Improvement.

14. Miscellaneous:

14.1 Attendance:
The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

14.2 Medium of Instruction:
The medium of Instruction & Evaluation shall be English.

15. Detailed syllabus of each course is provided as follows:
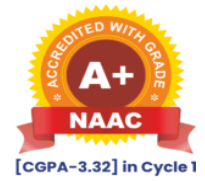
Semester I

Course Code	GM01	Course Title	Organizational Behavior
Course Type	Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the key concepts of organizational behavior and politics.
CO2	Discuss theories about how managers should behave to motivate and control employees.
CO3	Identify aspects of organizational culture and interpret cultural diversity.
CO4	Build social and leadership skills essential for managerial success.
CO5	Analyze causes of conflict and outline conflict management strategies that managers can use to resolve organizational conflict effectively.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Fundamentals of OB:** Definition and importance of OB, Disciplines that contributes to the field of OB, Challenges and Opportunities for OB **Personality & Values:** Definition of Personality, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window, Transaction Analysis . Values - The importance of values, Terminal Versus Instrumental Values, Generational Values, Linking an individual's personality and values to the workplace (Person-Job Fit & Person -Organization Fit)	9

2	**Perception:** Meaning of perception (Factors influencing Perception), Person Perception : Making Judgements about others - Attribution theory, Common shortcuts in judging others - Selective perception, Contrast Effect, Specific Applications of Shortcuts in Organizations **Motivation:** Definition of Motivation, Early Theories of Motivation - Hierarchy of Needs, Theory X and Theory Y, Two - Factor Theory. Contemporary Theories of Motivation - Self Determination Theory, Expectancy Theory, Equity Theory	10
3	**Foundation of Group Behaviour:** Defining & Classifying Groups, The Five-Stage Model of Group Development , Group Decision Making **Leadership:** What is leadership? , Theories of Leadership - Trait Theory (The Great Man Theory), Behavioral Theory, Contingency Theory, Leader - Member Exchange Theory (LMX)	9
4	**Conflict Management** – Definition and three pillars of conflict management, Conflict Management Approaches (Competing, Collaborating, Avoiding, Accommodating, Compromising) **Organizational Culture:** Meaning of Organization Culture, What do cultures do?, Creating and sustaining Culture, How employees learn Culture, Cultural Diversity	8
5	**Power & Politics:** A definition of power, Contrasting leadership and power, Bases of power, Politics : Power in Action - Definition of Organizational Politics, The reality of politics, Causes and consequences of political behavior**Organizational Change:** Meaning of Organizational Change, Forces that act as stimulants to change, Sources of Resistance to Change, Overcoming Resistance to Change, Kurt Lewis's- Three-step model, Nudge Theory of Change Management	9

3. **Learning Resources:**

Suggested Books	1. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra 2. Organizational Behaviour, Robins 3. Organizational Behaviour, Nelson & Quick 4. Organizational Behaviour, Fred Luthans 5. Organizational Behaviour, M N Mishra 6. Organizational Behaviour, K Ashwathappa 7. Understanding OB, Uday Pareek 8. Change & Knowledge Management, Janakiram, Ravindra and ShubhaMurlidhar 9. Human Resource Management, Nkomo, CENGAGE Learning
Websites	1. https://onlinecourses.swayam2.ac.in/imb24_mg48/

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

	2. https://onlinecourses.nptel.ac.in/noc24_mg87/ 3. Organizational Behaviour - II - Course (nptel.ac.in) 4. Understanding Organizational Behaviour - Course (swayam2.ac.in) 5. Organizational Behaviour: Individual Dynamics in Organization [Introduction Video] (youtube.com)
Case Study	1. Onboarded and Included | Harvard Business Publishing Education 2. Getting Along: How to Work with Anyone (Even Difficult People) | Harvard Business Publishing Education
Articles	1. Was It Me, Or Was That Gender Discrimination? How 'Ambiguous Incidents' Impact Women | Harvard Business Publishing Education 2. The future of AI in HR: Opportunities and challenges, HR News, ETHRWorld (indiatimes.com) 3. Team Size Matters: From formation to collaboration, HR News, ETHRWorld (indiatimes.com) 4. Gender Diversity & Gender Pay Parity: A closer look at women empowerment across sectors, ETHRWorld (indiatimes.com)

Course Code	GM 01	**Course Title**	Financial Statement Analysis
Course Type	Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Remember the basic terms in the financial statements
CO2	Understand the accounting process, preparation and analyzing the financial statement
CO3	Perform all the necessary calculations for preparing a final account, cash flow statements, ratio analysis, and various techniques of valuation.
CO4	Analyze the financial performance of the company on the basis of financial statements.
CO5	Evaluate of the financial impact on the basis of financial statements of the company.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Financial Statements**: Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP) and Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle. Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses.	6
2	**Financial Statement**: Preparation of Final Accounts of sole proprietary firm: Final Accounts Trading, P&L Account, Balance Sheet with Adjustments	10
3	**Valuation Models:** Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.	9
4	**Financial Statement Analysis-I:** Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement.	9
5	**Financial Statement Analysis-II**: Analysis and Interpretation of Financial Statements from Investor and Company point of view - Horizontal Analysis and Vertical Analysis of Company Financial Statements - Liquidity - Leverage - Solvency and Profitability Ratios. (Problems) Techniques: Du Pont Chart - Window Dressing - Limitations of Financial Statements.	11

*Weightage will be 60% problems -40 theory

Practical Problems Based On:

- Final Account: Trading A/C, P & L A/C, Balance Sheet
- Problems on Valuation of Assets, Valuation of Inventory, Valuation of Goodwill
- Problems on Cash Flow Statement
- Cases on Common Size Statements
- Cases on Comparative Statements
- Cases on Trend Analysis

3. **Learning Resources:**

Suggested Books	1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for 2. Management, Vikas Publishing House 3. Financial Accounting for Managers, Sanjay Dhmija, Pearson Publications 4. Fundamentals of Management Accounting, H. V.Jhamb 5. Dhanesh K. Khatri, Financial Accounting & Analysis, TMH, New Delhi. 6. V. Rajasekharam, Financial Accounting & Analysis, Pearson Education, New Delhi
Web Resources	1. https://corporatefinanceinstitute.com/resources/accounting/analysis-of-financial-statements/ 2. https://www.icai.org/post.html?post_id=17827 3. https://ift.world/notes/ 4. https://openstax.org/books/principles-financial-accounting/pages/a-financial-statement-analysis 5. https://www.cfainstitute.org/en/membership/professional-development/refresher-readings/introduction-financial-statement-analysis 6. https://online.hbs.edu/blog/post/financial-statement-analysis 7. https://ncert.nic.in/textbook/pdf/leac204.pdf
Case Study	1. Case Study on Financial Analysis - Mercedes Benz (A Daimler Venture https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4426090) 2.Finsimco Simulation: Financial Statement Analysis By: Andrey Simonov, Gerhard Kling, Bharat Venugopal, Aatmay Upponi https://hbsp.harvard.edu/product/FS0007-HTM-ENG?Ntt 3. https://online.hbs.edu/blog/post/how-to-read-a-cash-flow-statement

Course Code	GM 03	**Course Title**	Fundamentals of Marketing
Course Type	Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Recall the key marketing concepts

CO2	Illustrate the basic concepts, principles and frameworks of marketing.
CO3	Apply the contemporary marketing concepts, frameworks and tools in the context of a marketing situation.
CO4	Examine the critical marketing issues for drawing inferences about the underlying causes and relationships in the context of marketing situation.
CO5	Propose alternative approaches to the emerging business, challenges in the context of marketing situation.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Definition & Functions of Marketing**- Core Concepts of Marketing, Concept of Product and Market, Meta markets, Marketing function, Linkage of Marketing Function with All Functions in the Organization, Company Orientations toward the Marketplace, Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value, Concept of Marketing Mix Note: Special thrust on Product as Services to be given	11
2	**Marketing Environment:** Concept of Macro Environment & Micro Environment – Components and Characteristics, Needs & Trends, Major Forces Impacting the Macro Environment & Micro Environment, Need for Analyzing the Marketing Environment, Analyzing the Demographic, Economic, Socio-cultural, Natural, Technological, and Political-Legal Environment, The measures of Market Demand, Identification and Analysis of Competitors, Competitive strategy	7
3	**Consumer Behavior:** Meaning & Importance of Consumer Behavior, Factors influencing Consumer Behaviour, Five-Stage Model of Buying Decision Process, Moment of Truth, Zero Moment of Truth, ZMOT, Customer Path with 5A's, Organizational Buying Behavior & Process, Comparison of Organisational Buying Behaviour with Consumer Buying Behavior, Buying Roles Note: Connected Customers and Digital Subcultures be included	10
4	**Segmentation, Techno graphic segmentation, Market Targeting and Positioning**: Concept, Need & Benefits, Criteria for Effective Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmentation for Business Markets, Market Targeting - Concept of Target Markets, Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition	10

Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
Affiliated to Savitribai Phule Pune University

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5	**Contemporary Marketing Concepts:** Digital Markets, Brick & Click Model, Omni Channel Marketing, Impact of Globalization, Technology and Social Responsibility on Marketing, e-commerce and Social Media, Concept of Marketing Analytics, AI and Machine learning in Marketing	7

Suggested Text Books	1. Marketing Management, Ramaswamy & Namakumari, Macmillan. 2. Marketing Management, Rajan Saxena, TMGH 3.Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson 4.Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
Weblinks	1. https://www.ama.org/ 2. https://www.ncaer.org/ 3.https://www.thinkwithgoogle.com/consumer-insights/consumer-journey/micro-moments/zero-moment-truth/

Course Code	GM 05	**Course Title**	Business Analytics
Course Type	General Management	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Remember the concepts underlying in business analytics and its relevance to management practices
CO2	Understand core business analytics concepts and their application in management practices
CO3	Apply appropriate analytical methodologies and insights from complex datasets

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

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CO4	Analyze and evaluate the analytical approaches for addressing real-world business challenges
CO5	Craft persuasive arguments for the adoption of analytical strategies through data driven evidences

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Business Analytics Essentials**: Analytics Evolution & Types, Data Quality & Management, Data Sources, Data Storage & Management, Data Mining & Techniques, Data-Driven Decisions	8
2	**Data Bases, Data Warehousing and Data Mining:** **Introduction to Data Management** (Data lifecycle, Data collection methods, Data cleaning techniques, Database concepts, Data warehousing principles) , **Data Analysis (**Descriptive statistics ,Inferential statistics (hypothesis testing) ,Data interpretation, Extracting insights from data) **Data Visualization (**Creating charts , Creating graphs ,Data storytelling), **Introduction to Analytics Methodology**,(Preparing objectives ,Identifying data requirements ,Data collection ,Understanding data) , **Data Preparation** (Data cleansing, Data normalization, Data blending, Data modelling), **Evaluation & Feedback**	10
3	**Data Analytics & Quantitative Techniques:** **Introduction to Statistics** (Basic statistical concepts like measures of central tendency, dispersion, probability distributions, and hypothesis testing), **Basic Regression Analysis techniques, Data summarization methods** (Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency Measures of Central Tendency and Dispersion; Box Plot; Basic probability concepts, conditional probability, Probability distributions, Continuous and discrete distributions, sequential decision making)	10
4.	**Time Series Analysis and Forecasting** **Components of time series data** (trend Analysis, seasonality, residuals, cyclical behavior), **Techniques for trend analysis and seasonality adjustment, Time series forecasting models** [Moving average, exponential smoothing (simple, Holt-Winters), ARIMA, Multiple linear regression based forecasting], **Evaluating forecasting model performance** (e.g., Mean Absolute Error, Mean Squared Error)	9
5.	**Applications of Business analytics in Practice** Role of Artificial Intelligence in Business, Machine Intelligence, Competitive Intelligence, Text Mining, Web Analytics (Web content mining, Web usage mining, Web structure mining), Role of Intelligent Agents in e-business, e-commerce, m-commerce, Location Analytics, Intelligent Agent in search &	8

retrieval, Personalization and Comparison), Social Networking Analysis, Big Data Tools & Techniques, Content Analytics (Sentimental Analysis & Opinion Analysis). Ethical and Legal considerations in Business Analytics

3. **Learning Resources:**

Suggested Books	1. Business Analytics: Principles, Concepts, and Applications by Marc Lapira et a
	2. Advance Business Analytics by P. Sashikala
	3. Essentials of BA by Camm, Fry, Williams
	4. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
	5. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
	6. Data Analytics using R, Seema Acharya, TMGH
Videos Link	1. Business Analytics Course 2024 | Business Analyst Course | Business Analysis | Intellipaat https://www.youtube.com/watch?v=j_gV70hXBvM
	2. Business Analyst Full Course In 2 Hours | Business Analyst Training For Beginners | Simplilearn https://www.youtube.com/watch?v=f9DzS6NdgwU
	3. Types of Business Analytics (Descriptive, Predictive, and Prescriptive) https://www.youtube.com/watch?v=bajBth_C4w4

Course Code	GM 05	**Course Title**	Digital Business
Course Type	Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
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[CGPA-3.32] in Cycle 1

CO Number	COURSE OUTCOMES (CO'S)
CO1	Recall the concepts in digital business.
CO2	Understand the impact of digital metaverses in the business world.
CO3	Apply the value creation & competitive advantage in a digital Business environment.
CO4	Examine the changing role of intermediaries associated in the digital business world.
CO5	Evaluate the various Digital Business Platforms used in the present-day world.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Electronic Commerce:** Defining Electronic Commerce, Virtual Communities, Online Communities, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0 Drivers, Impact of E-Commerce on business, government, customers, citizens and society.	9
2	**Mobile Commerce and IoT:** Mobile Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media – Platforms and its comparison, marketing/ Enterprise 2.0, Improved Business Models, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.	9
3	**Digital Business Ecosystem:** Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Customer Shopping Mechanisms - Webstores, Electronic Malls, and Web Portals. **Changing Supply Chains**: Structure of the Supply Chain, EC Order Fulfillment Process, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues.	9
4	**Digital Business Applications:** Electronic Retailing: B2C Electronic Retailing, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services; Fintech: E-Banking, Mobile Banking, Pure Virtual	9

	Banks, Insurance, and Stock Trading, Other Mobile Finance Applications; Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government; E-Learning: E-Training and E-Books, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems; E-Employment: Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market.	
5	**Digital Business Applications - II:** Online Travel and Tourism Services, Competition in Online Travel Services; E-Health, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance; Entertainment, Media & Gaming: Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment; Trending E-commerce Platforms: Shopify, Magento and WooCommerce.	9

Note: Students are expected to learn and relate to E-commerce platforms like Shopify, Magento and WooCommerce focusing on the features, utilization of platforms, comparison of the platform and selection criteria of the platforms.

3. **Learning Resources:**

Suggested Books	1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J, King D, Outland J Springer 2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education. 3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education
Case Studies	Tik Tok: https://hbsp.harvard.edu/product/824125-PDF-ENG?Ntt= Paytm: https://hbsp.harvard.edu/product/824039-PDF-ENG?Ntt= Fishers Finery: https://supplychain.amazon.com/case-studies/fishers-finery
Research Papers	1. Case Study on Flipkart: https://acrobat.adobe.com/id/urn:aaid:sc:AP:01f73cdd-5832-4900-92c9-8aed403c0da1
Websites	1. https://www.investopedia.com/terms/m/mobile-commerce.asp 2. https://www.coursera.org/in/articles/ecommerce-platforms 3. https://www.investopedia.com/terms/s/scm.asp

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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[CGPA-3.32] in Cycle 1

	4. https://www.forbes.com/advisor/in/business/software/best-ecommerce-platform/
Videos	1. https://www.youtube.com/@e-business9660 2. https://www.youtube.com/watch?v=A4XMweYQQaw

Course Code	GM 06	Course Title	Decision Science
Course Type	Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the concepts and models associated with Decision Science.
CO2	Understand the different decision-making tools required to achieve optimization in business processes.
CO3	Apply appropriate decision-making approach and tools to be used in business environment.
CO4	Analyze real life situation with constraints and examine the problems using different decision-making tools
CO5	Evaluate the various facets of a business problem and develop problem solving ability

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Importance of Decision Sciences** & role of quantitative techniques in decision making. **Assignment Models:** Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective.	**8**

2	**Transportation Models:** Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost & VAM, Optimal solution using MODI, multiple solution case to be considered.	9
3	**Linear Programming:** Concept, Formulation & Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations	9
4	**CPM & PERT:** Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats & probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network.	9
5	Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's & Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, 2×2 zero sum game, Pure & Mixed Strategy, solution of games with dominance, average dominance method.	10

3. **Learning Resources:**

Suggested Books	1. Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition) 2. An introduction to management science: Quantititave approcach for decision making- Cengage Learning- Anderson (latest edition) 3. Introduction to Operations Research by Billey E. Gilett,TMGH (latest edition) 4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition). 5. Operations Research by R. Pannerselvam, Prentice Hall India

Course Code	GC 01	**Course Title**	Verbal & Written Communication Lab
Course Type	Generic Compulsory	**Sessions in TT per week**	2
Credit Type	Half	**Total Marks**	50
Credit Value	2		
Credit Pattern (LTP)	0:1:1		

Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
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Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Demonstrate appropriate use of body language.
CO2	Take part in professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO3	Create and Deliver effective business presentations, using appropriate technology tools, for common business situations.
CO4	Examine sample internal communications in a business environment for potential refinements.
CO5	Compose variety of letters, notices, memos and circulars.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Soft skills:** Body language - Posture, eye contact, handling hand movements, Voice and tone,Meeting and Boardroom Protocol - Guidelines for planning a meeting - Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting - For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Mastering the telephone courtesy - Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voicemail, Closing the call, Handling rude or impatient clients, Cross-cultural communication - Cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and nonverbal communication, Effective intercultural communication, Business and social etiquette.	10
2	**Presentation skills:** Principles of Effective Presentations - Planning, Structure and Delivery, Principles governing the use of audiovisual media.Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. **Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting.Impression Formation, Tactics, First and Lasting Impressions Physical Appearance, The Environment - Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions.	10

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

NAAC A+
[CGPA-3.32] in Cycle 1

| 3 | **Written Communications:** Application letter, curriculum vitae, Meetings - agenda and minutes, Writing memos, circulars, notices, and emails.Positive and negative messages such as Letters of Appreciation, Letters of Congratulations, Warning Letter, Show Cause Notice. Writing Follow-up letters and reminders, Writing Sales letters. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. | **10** |

Note:

1. The entire course should be delivered with a skills development focus in a workshop and application-oriented manner.

2. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.

For Verbal Communication skills

1. Video recordings of students' performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

For Written Communication Skills

1. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.

2. Students should be asked to submit the completed workbooks at the end of the term

3. **Learning Resources:**

Suggested Books	1. Business Communication Today, Bovee C L et. al., Pearson Education 2. Business Communication, P.D. Chaturvedi, Pearson Education 3. Business Communication, T N Chhabra, BhanuRanjan, Sun India 4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi 5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi 6. Communication Skills for Effective Management, Hargie et. al., Palgrave 7. Communication for Business, Tayler Shinley, Pearson Education 8. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi 9. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi 10. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addision Wesley Longman Ltd.
Websites	1. Business Communication - Course (swayam2.ac.in) 2. Effective Business Communication - Course (swayam2.ac.in) 3. Business Communication - Course (swayam2.ac.in) 4. BCOLA-138 Business Communication - Course (swayam2.ac.in)

Course Code	GC 02	Course Title	MS Excel
Course Type	Core	Sessions in TT per week	2
Credit Type	Half Credit	Total Marks	50
Credit Value	2		
Credit Pattern (LTP)	0:0:2		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the appropriate menus and functions of MS Excel
CO2	Demonstrate how to do basic troubleshooting and fix mistakes when working with spreadsheets.
CO3	Apply various functions of MS Excel, Execute pivot table analysis, and different types of lookups.
CO4	Illustrate the use of the most commonly used data-manipulation commands in MS Excel.
CO5	Derive insights from multiple data sources in MS EXCEL for Decision Making

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting.	5
2	Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, V-lookups, H-Lookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting, Understanding Macros.	10

3	Slicers, Report Filters for basic analytics, Sales reports using Excel, Supervising Sales with Excel, Preparing Invoices, Analyzing Demographics, Creating Scheduling and Marketing Calendars, Managing Money with Excel, Building & Tracking Budgets, Planning and Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Configuring Cash Flow, Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities.	15

Practical's must be focused on:

- Creating Standard Excel Templates for routine business data management and analysis activities.
- Scenario Analysis, V-lookups, H-Lookups
- Pivot Charts
- Preparing Sales reports using Excel
- Creating Scheduling and Marketing Calendars
- Configuring Cash Flow
- Creating Balance Sheet

3. Learning Resources:

Suggested Books	1. Excel: Formulas & Functions, Robert Dinwiddie 2. Excel 2007 for Dummies by Greg Harvey 3. New Perspectives on Microsoft Office Excel 2007 4. Microsoft Excel 2016 Step by Step, Curtis Frye
Case Study	Good Modeling Practices in Microsoft Excel by Kyle Maclean

Course Code	GC - 03	Course Title	Managerial Economics
Course Type	Generic Compulsory	Sessions in TT per week	2
Credit Type	Full Credit	Total Marks	50
Credit Value	2		
Credit Pattern (LTP)	2:0:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Locate the Key terms of Managerial Economics.
CO2	Exemplify the Key concepts in economics, from a managerial perspective.

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

NAAC A+
[CGPA-3.32] in Cycle 1

CO3	Sketch the various issues in an economics context and highlight their significance from the perspective of business decision making.
CO4	Correlate the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, and competition.
CO5	Assess critical thinking based on principles of microeconomics for informed business decision making.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Managerial Economics:** Definition, Nature and Scope of Managerial Economics, Managerial Economics and Microeconomic and Macroeconomics. Managerial Economics and decision-making. Fundamental Economic concepts: Theory of firm.	10
2	**Utility & Demand Analysis:** Demand Function. Law of Demand, Market Demand, Utility - Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility. Elasticity of demand. Types of elasticity. Measurement of elasticity. Significance and uses of the elasticity. Methods of Demand estimation. Demand forecasting. Forecasting of an established product. Forecasting of a new product.	10
3	**Supply and Market Equilibrium:** Law of Variable Proportions. Law of supply. Elasticity of supply. Market Equilibrium and Changes in Market Equilibrium. Measurement of elasticity. Significance and uses of the concept of elasticity. Production Analysis: in brief	10

3. Learning Resources:

Suggested Text Book	1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. 2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. 3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi. 4. Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi 5. Managerial Economics – G.S. Gupta, T M H, New Delhi. 6. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi. 7. Managerial Economics –Joel Dean, Prentice Hall, USA. 8. Managerial Economics –H L Ahuja, S Chand & Co. New Delhi.13 9.Managerial Economics, D.M.Mithani

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

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[CGPA-3.32] in Cycle 1

	10.Managerial Economics, Homas and Maurice, Tata McGraw Hill 11.Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall 12.Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.
Web Links	1.https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics/basic-economics-concepts-macro/introduction-to-the-economic-way-of-thinking-macro/v/introduction-to-economics 2. https://www.aabri.com/manuscripts/121123.pdf 3. https://www.youtube.com/watch?v=36UbiBHatwQ 4. https://www.youtube.com/watch?v=n9slt5ihXF8

Course Code	VAC 01	Course Title	Project Feasibility and Financing
Course Type	Elective	**Sessions in TT per week**	1
Credit Type	Half	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Identify the key components of a financial model for project analysis
CO2	Explain the concept of time value of money and its role in financial modeling
CO3	Apply market research techniques to understand the competitive landscape
CO4	Analyze a real-world case study of a financial feasibility analysis
CO5	Formulate a comprehensive feasibility report based on market analysis, financial modeling, and valuation

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions

1	**Fundamentals of Project Feasibility:** Introduction to Project Feasibility, Fundamentals of Financial Modeling, Components of a Financial Model (Income, Expense, Debt Service), Introduction to Discount Rates, Cap Rates, Hurdle Rates, & Profit Multiples.	4
2	**Market Analysis and Project Costs:** Market Research Methods and Data Sources, Demand Drivers for Different Property Types (Retail, Office, Medical), Competitive Analysis and Market Absorption Rates, Project Cost Estimation (Development & Operational Costs), Understanding Expense Line Items and Forecasting Techniques.	5
3	**Project Valuation and Feasibility Assessment:** Setting Assumptions for Project Income (Timing, Rental Rates, Absorption Rates), Sensitivity Analysis and Impact of Changing Variables, Valuation Methods (Market Comparison, Replacement Cost, Income Capitalization), Developing a Feasibility Study Report.	6

*Cases on Real Estate and Manufacturing.
*Creation of Feasibility report.

3. Learning Resources:

Suggested Books	1. "Project Management for Engineering, Business and Technology" by John M. Nicholas and Herman Steyn 2. The Managerial Process" by Clifford F. Gray and Erik W. Larson 3. "Project Finance for Construction" by Anthony F. Yezer and Richard K. Green 4. "Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects" by Stefano Gatti 5. "Practical Financial Management" by William R. Lasher
Video link	https://youtu.be/3ZTdXXI3Y00 https://youtu.be/gNsimuW0dJU https://youtu.be/_oF6SLzpxP8
Case Study	1. Politics, Institutions and Project Finance: The Dabhol Power Project by Paul Lejot, Frederik Pertorius. 2. Qantas Airways: Financial Modelling and Dividend Policy by Angelo Aspris

Course Code	VAC 02	Course Title	Sustainability
Course Type	Elective	**Sessions in TT per week**	01
Credit Type	Half Credit	**Total Marks**	25
Credit Value	01		
Credit Pattern (LTP)	1:0:0		

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

A+ NAAC
[CGPA-3.32] in Cycle 1

1. **Course Outcomes: On successful completion of course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define basic concept, principles and role of sustainability in an organization.
CO2	Understand the effectiveness and importance of enhancing sustainability in an organization.
CO3	Apply different strategies, plans and practices to gain and maintain sustainable growth.
CO4	Analyze different gaps/barriers in attaining sustainable growth of an organization.
CO5	Formulate real life surveys, projects or research by various methods to innovate new ways towards sustainable development.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Sustainability**: Concept of Sustainable growth, sustainable development. Strategies for sustainable growth of an Organization. Challenging factors or barriers to sustainable growth.	5
2	**Concepts and importance of Sustainable Development Goals (SDG):** 17 Global Goals of sustainable development. Importance of SDG in Company's Vision & Mission. Correlation of Kaizen in sustainable development. Correlation of Vedic Management System in Sustainable development of an organization.	5
3	**Practical Frameworks of Sustainable development**: Cases/ Projects/Research/Survey or Market Analysis on Brands which have success stories in Sustaining economical, market or pandemic crisis. Analysis, interpretations and brainstorming to such brands by offering kaizen/Vedic management system strategies to enhance market sustainability.	5

3. **Learning Resources:**

Suggested Text Book	
	1. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition
	2. CSR & Sustainability by Michael Hopkins
	3. Business Ethics – Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition.
	4. Sustainability Strategies-for a competitive edge in emerging markets by Sri Urip

Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

Weblinks	1. https://www.sustain.ucla.edu/what-is-sustainability/
	2. https://www.twi-global.com/technical-knowledge/faqs/faq-what-is-sustainability
	3. https://www.activesustainability.com/sustainable-development/what-is-sustainability/?_adin=02021864894
	4. https://www.pwc.co.uk/who-we-are/annual-report/stories/2023/building-trust-in-unilevers-global-sustainability-reporting.html
	5. https://www.pwc.com/gx/en/issues/esg/esg-asia-pacific/publications-and-case-studies/vs-industry-case-study

Course Code	VAC 03	Course Title	Enterprise Analysis - Desk Research
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Recall the market-related aspects of a real-world business organization through desk research.
CO2	Understand a business entity's regional, national, and global presence, and its geographical reach and impacts
CO3	Apply resources to investigate a business organization a comprehensive study of its structure and operations
CO4	Analyze the trends in market standing and financial performance of a real-world business organization over the past 5 years.
CO5	Compose a brief overview outlining the forthcoming strategies of a real-world business entity, amalgamating data from its various resources

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions

1	**Enterprise History & Background**: Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy. Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website.	**5**
2	**Markets:** Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players.	**5**
3	**Financials:** Data to be studied, tabulated, graphically depicted, analyzed and presented for last 3 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern. Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 3 years.	**5**

3. **Learning Resources:**

Instructions	1. Students should work in groups of 3 to 5 each under the guidance of a faculty. 2. Students shall carry out an in-depth study of any organizations of their choice. 3. Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions. 4. Students shall submit a structured detailed report.
	No text books are prescribed. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Course Code	VAC 04	Course Title	Design Thinking
Course Type	Elective	Sessions in TT per week	01
Credit Type	Half	Total Marks	25
Credit Value	01		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define the concepts & significance of Design thinking.
CO2	Understand the concepts of design thinking approaches.
CO3	Articulate both critical thinking and design thinking in parallel to solve real life cases/problems.
CO4	Analyze different methods/cases in design thinking,
CO5	Evaluate & Formulate design thinking teams and conduct design thinking sessions, cases, projects or research.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Design Thinking**: Concept of Design thinking. Design Thinking in the Workplace. Design Thinking Skills. Design Thinking Mind-set. Principles of Design Thinking.	5
2	**Design Thinking Practices: Stages in Design Thinking.** Visualization Techniques and Diagrams. Story Telling Techniques (K-scripts, Role Play). Best Practices in Design thinking.	5
3	**Design Thinking Techniques:** Listening and Empathizing Techniques. Define and Ideation Techniques. Prototype and Test Techniques. Prepare a project/case study/ research on a topic from popular brand's cases by using one of above design thinking techniques.	5

3. **Learning Resources:**

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

Suggested Books	1. Six Thinking Hats, by Edward de Bono
	2. The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators, by Jeff Dyer
	3. Launch: Using Design Thinking to Boost Creativity and Bring Out the Maker in Every Student, by John Spencer and A.J. Juliani.
	4. The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger Martin

Course Code	VAC05	Course Title	Qualitative Research Methods
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Enumerate the key terms associated with the Qualitative research approach.
CO2	Compare and contrast the Qualitative research approach with the Quantitative approach.
CO3	Construct appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO4	Illustrate the use of appropriate qualitative research methods in real world business and non-business contexts.
CO5	Evaluate the quality of Qualitative Research work

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	Qualitative Research Design: Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process.	5

Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
Affiliated to Savitribai Phule Pune University

A+ NAAC [CGPA-3.32] in Cycle 1

	Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation.	
2	Qualitative Research Methods: Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology.	**5**
3	Projective Techniques: Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. Quality Criteria in Qualitative Research	**5**

3. **Learning Resources:**

Suggested Books	1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE 2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India 3. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge 4. Qualitative Journeys, Minichiello & Kottler, SAGE
Weblinks	1. Quantitative and Mixed Methods Research for Management - Course (swayam2.ac.in) 2. Overview of Qualitative Research Methods (youtube.com) 3. Qualitative Research Methods [SUB EN] (youtube.com) 4. Qualitative Analysis and Nvivo (youtube.com)

Course Code	VAC 06	Course Title	Selling and Negotiation Skills
Course Type	Elective	**Sessions in TT per week**	1
Credit Type	Half	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:0:1		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)

CO1	Describe the various selling situations and selling types
CO2	Outline the pre-sales work to be carried out by a professional
CO3	Identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service
CO4	Formulate a sales script for a real world sales call for a product/service / e-product / e-service
CO5	Develop a sales proposal for a real world product/ e-product and for a real world selling situation

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Definition & Scope:** Types of Selling, Different in selling situations, Attributes of good sales person, Pre Sales, Account management	**5**
2	**Sales proposals & Selling-in Action:** Construct a proposal, How to influence people, What's In It For Me?, Listen –Probe-Advice	**5**
3	**Negotiation Skills:** Sales Conversation, Objection Handling and Closure, Negotiation Styles	**5**

3. **Learning Resources:**

Suggested Books	1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd 2. How to win friends and influence People, Dale Carnegie 3. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhart, Sage South Asia Edition 4. You can negotiate anything, Herb Cohen 5. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India

Course Code	VAC 07	Course Title	**Essentials of Psychology for managers**
Course Type	Elective	**Sessions in TT per week**	1
Credit Type	Half	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

A+ NAAC
[CGPA-3.32] in Cycle 1

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Understand how psychological development unfolds in an organizational workplace.
CO2	Remember the fundamental of psychological principles relevant to the workplace
CO3	Develop critical thinking skills to evaluate psychological considering cultural influences
CO4	Analyze and interpreting human behavior from various theoretical perspectives with a global context
CO5	Enhance & exploring the biological underpinnings of behavior.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Science of Psychology: A Global Perspective** Historical perspectives, Approaches, Contemporary Trends (Analysis, Controlling behavior, Principle of behavior), Evolution of Psychology) *Biological Bases of Behavior* (Neurons - Building Blocks of the Nervous System, The Nervous System - Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior (Heredity and Behavior)	3
2.	**Sensation, perception and consciousness** *Sensation* [Sensory system, Sensory Thresholds, Sensory Adaptation, The Senses (seeing, hearing, taste and smell) *Perception:* Principles of perception, Perception of depth and distance, motion, constancy, bottom-up processing, Top Down processing, Bottom Up and Top Down (together) processing, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual Illusions, Gestalt Theory, Perceptual Development and Learning. *Consciousness:* State of Consciousness, level of Consciousness, Altered state of Consciousness, Stages of sleep, dreams & dreaming, Varying effects of Psychoactive drugs (Depressants, Stimulants, Opiates, Hallucinogens) *Learning:* Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared, Learning by Observing Models	6
3.	**Emotional Intelligence & Cognition**	6

Emotions: The Physiology & Psychology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion (Common sense theory of emotion, James Lang theory of emotion, Cannnon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion) *Cognition Thinking*: Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. *Understanding stress and stressors, Psychological Disorders, Social Psychology*	

3. Learning Resources:

Suggested Books	1. Organizational Psychology by David A. DeRue and Richard H. Taylor
	2. Work and Organizational Psychology by Sebastiaan Rothmann and Cary L. Cooper
	3. Thinking, Fast and Slow by Daniel Kahneman
	4. Influence: The Psychology of Persuasion by Robert Cialdini
	5. Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves
	6. Essentials of Industrial-Organizational Psychology by Kenneth N. Wexley and Barbara M. Nirenberg
Video Links:	1. Introduction to Psychology Crash Course (part 1) [Unit 1] https://www.youtube.com/watch?v=vo4pMVb0R6M&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=2
	2. Psychological Research: Crash Course Psychology #2 [Unit 1] https://www.youtube.com/watch?v=hFV71QPvX2I&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=3
	3. The Chemical Mind: Crash Course Psychology #3 [Unit 1] https://www.youtube.com/watch?v=W4N-7AlzK7s&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=4
	4. Sensation and Perception: Crash Course Psychology #5 [Unit 2] https://www.youtube.com/watch?v=unWnZvXJH2o&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=6
	5. Perceiving is Believing: Crash Course Psychology #7 https://www.youtube.com/watch?v=n46umYA_4dM&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=8

	6. Consciousness: Crash Course Psychology #8
	https://www.youtube.com/watch?v=jReX7qKU2yc&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=9
	7. Donald Hoffman's Theory on Consciousness - The Greatest Mystery in The Universe
	https://www.youtube.com/watch?v=1r5OQL7nf34
	8. NEUROSCIENTIST: You Will NEVER Be Stressed Again | Andrew Huberman
	https://www.youtube.com/watch?v=RKECKQWVlO4
Web Resources	1. http://psychtutor.weebly.com/biological-level-of-analysis.html
	2. https://www.simplypsychology.org/biological-psychology.html
	3. https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf

Course Code	VAC 08	Course Title	Behavioral Finance
Course Type	VAC	**Sessions in TT per week**	1
Credit Type	Half Credit	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcome:** On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Enumerate the importance of finance and related Strategies.
CO2	Illustrate the different theories associated with financial decision making.
CO3	Identify behavioral factors that influence financial decision making at individual & corporate level.
CO4	Analyze the implications of human psychology on financial decision makers and financial markets.
CO5	Interpret various investment strategies based on theories of personal & corporate behavioral finance.

Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
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[CGPA-3.32] in Cycle 1

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Foundation of Finance:** Nature Scope and Significance of Behavioral Finance, Market Strategies, Expected Utility, Risk Attitude, Allais Paradox. Building Blocks.	4
2	**Prospect Theory:** Prospect Theory, Framing and Mental Accounting, Rationality in Investment Decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.	5
3	**External Factors and Investor Behavior:** Heuristics and Biases, Overconfidence, Fear and Greed in Financial Markets, emotions and financial markets, statistical methodology of capturing the effects of external influence onto stocks market returns. Behavioral Corporate Finance.	6

3. Learning Resources:

Suggested Text Book	1. Behavioral Finance: Sinha.P.K – Himalaya. 2. Behavioral Finance: Suchita Singh and Bhatt – Vikas. 3. Value investing and behavioral Finance, Parag Parikh, TMH. 4. Understanding Behavioral Finance, Cengage. 5. Behavioral Finance, Chandra, McGraw Hill. 6. Handbook of Behavioral Finance – Brian R. Bruce Page 155 of 260. 7. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch. 8. Behavioral finance – Peter Dybdahl Hede. 9. Behavioral Finance – Ackert, L.F. & Deaves,R.
Weblinks	https://www.behavioralfinance.com https://corporatefinanceinstitute.com/resources/career-map/sell-side/capital-markets/behavioral-finance https://www.tandfonline.com/journals/hbhf20 https://rpc.cfainstitute.org/-/media/documents/book/rf-publication/2019/behavioral-finance-the-second-generation.pdf
Case Study	1. HelloWallet by: Debra Schifrin; John Beshears https://hbsp.harvard.edu/search?N=&Nrpp=25&Ntt=behavioral+finance&action=&searchLocation=header-Typeahead&activeTab=products 2. Assured Guaranty by: Robin Greenwood; Adi Sunderam; Jared Dourdeville https://hbsp.harvard.edu/product/213100-PDF-ENG?Ntt=behavioral%20finance

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Course Code	VAC 09	Course Title	Lean Manufacturing
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define lean management concepts
CO2	Explain lean management system.
CO3	Illustrate various techniques of Lean manufacturing
CO4	Analyze workflow, processes and projects/plans for achieving Lean Manufacturing
CO5	Prepare workflow, processes and projects/plans for achieving Lean Manufacturing

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS:** Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stakeholders requirement, Elements of LM. Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation.	5
2	**LEAN SYSTEM:** Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.	5
3	**LEAN MANAGEMENT AND IMPLEMENTATION:** Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.	5

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

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3. **Learning Resources:**

Suggested Books	1. The Toyota Way Field book A Practical Guide for Implementing Toyota's 4 Ps by Jeffrey K. Liker and David Meier, Tata McGraw-Hill Edition 2. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker McGraw-Hill
Weblinks	**1.https://princemanufacturing.com/lean-manufacturing/** **2.https://youtu.be/gixa9MHNPaM?feature=shared** **3.https://youtu.be/ZdHGTCXcJQU?feature=shared** **4.https://www.ascm.org/topics/lean-manufacturing/** **5.https://lean.msme.gov.in/**

Course Code	VAC 10	Course Title	Rural Marketing
Course Type	Elective	**Sessions in TT per week**	1
Credit Type	Half	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define various concepts related to Rural and Agricultural Marketing
CO2	UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market
CO3	APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies.
CO4	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO5	EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions

1	**Rural Marketing:** Introduction, Define rural markets & rural marketing, rural vs. urban markets, Rural Marketing Environment – PEST analysis, Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size, Rural Infrastructure	3
2	**Rural Consumer Behaviour & Marketing Research:** Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets, Sources & Type of Secondary Data on Rural markets, Segmentation, Targeting & Positioning: Bases of Segmenting Rural Markets, Target Marketing, Coverage of Markets, Positioning in Rural Markets, Rural consumer Buying Process	6
3	**Rural Product, Pricing and Distribution:** Rural Product Categories, Branding in Rural Markets, Problem of Fake Brands, Pricing Strategy – special considerations in rural markets ,Credit in rural markets – need, sources & innovative credit delivery systems ,Modern supply chain management approach, Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives, Emerging Models in Rural Markets: Rythu Bazars (Farmers' Markets), Project Shakti, ApniMandi	6

3. **Learning Resources:**

Suggested Books	1. The Rural Marketing Book by PradeepKashyap& Siddhartha Raut 2. A New Approach to Rural Marketing by KaushikSircar 3. Rural Marketing – Concepts & Practices by BalramDogra, Karminder Ghuman 4. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2nd Edition
Weblinks:	1.https://hbr.org/2014/06/unlocking-the-wealth-in-rural-markets 2.https://youtu.be/yPVaNNUNpSU?feature=shared 3.https://www.youtube.com/channel/UCHzNCl1QOWvh60Qe0CshtlA 4.http://ngbu.edu.in/newsite/Ontuto/RMR.pdf 5.https://youtu.be/Y80tEwCeeK0

Course Code	VAC 11	**Course Title**	Aviation
Course Type	Elective	**Sessions in TT per week**	01
Credit Type	Half Credit	**Total Marks**	25
Credit Value	01		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of course, the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define different concepts, fundamentals and terms related to basics of Aviation.
CO2	Relate the fundamental concepts of Aviation to real life cases/ news.
CO3	Articulate the terms of Aviation Maintenance and link with sub-departments like Airline Tourism.
CO4	Correlate different methods and policies of security and safety followed in Airline transport with case studies.
CO5	Evaluate & Formulate projects, cases, research or blogs on Aviation Management and Safety.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Airline, Travel & Shipment**: Commercial aviation-air taxi operations. Private operations. Airport handling. Functions of IATA-ICAO. Aims and objectives- IATA geography and global indicators. Departure control system-ATC.	**5**
2	**Aircraft Maintenance Management**: Types of Maintenance-Reliability, Redesign. Establishing Maintenance Programme. Introduction of Maintenance Steering Group. Aircraft Maintenance Control Centre.	**5**
3	**Aviation Safety & Security**: Importance of air transportation safety and security-airport-airways. Terrorism & Hijacking: Legislations and regulations-ICAO/ECAC- Transportation security policies. Technological improvements on aviation safety and security.	**5**

3. **Learning Resources:**

Suggested Text Book	1. Aviation and airport security-Kathleen M.Sweet-Pearson Education Inc 2. Aviation in Crisis-RuwantissaI.R.Adeyratne-Ashgate Publishing Ltd. 3. IATA manual on diploma in Airline travel management

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

Course Code	VAC 12	Course Title	Intellectual Property Rights (IPR)
Course Type	Workshop mode	Sessions in TT per week	1
Credit Type	Half Credit	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. Course Outcomes: On successful completion of course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Gain knowledge of the Designs, Trade Marks, Copyrights, and patentability requirements.
CO2	Understand the concept of Designs, Trade Marks, Copyrights, and patents and their role in the intellectual property (IP) system.
CO3	Apply for registration under the IPR.
CO4	Analyze Designs, Trade Marks, Copyrights, and patent ownership, rights, and infringement.
CO5	Describe and study how to create Own Designs / TradeMarks / Copyrights / Patent.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Intellectual Property:** Meaning, Types of IPRs, Designs: Meaning, Registration. Study of various Industrial designs. Trade Marks Act 1999: Meaning, Classification of Goods and Services (Sale of Goods Act), Protection of Trade Marks, Registration, Term of Trade Mark, Renewal, Infringement, Defenses in Infringement, Study of various Trademarks.	05
2	**Copyrights:** Meaning, Term, Ownership, Rights of the Author; owner, Infringement, Civil Remedies, Appeals. Study of various Copyrights. Geographical Indications of Goods: Geographical indication, Goods, Indication, Prohibition of Registration, Registration, Rights Bestowed on Registered Proprietor, Action for Infringement, Other important Provisions.	05

3	**Patent Act, 1970:** Significance, Key features, Patentability Requirements, The Patent Application Process - Registration, Patent Ownership, Rights, and Infringement, Patent Enforcement and Strategies. Study of various Patents in Indian and Global Context.	**05**

3. Learning Resources:

Suggested Books	1. Legal Aspects of Business, V Balachandran, TMH Publication.
	2. Elements of Mercantile Law, N. D. Kappor.
	3. Business Law, Ashok Sharma, V.K. Global Publication.
	4. Business Laws: Das & Roy, Oxford University Press
	5. Business Law- S K Matta, Geetika Matta, Vrinda Publications (P) Ltd
	6. Business Law- Tejpal Singh, Pearson Publication
Video Links	1. The Copyright Act, 1957 Introduction https://www.youtube.com/watch?v=R4TGgeytizs
	2. Patents and Indian Patent Laws - Intellectual property rights IPR & their significance https://www.youtube.com/watch?v=GKqOWCK71K4
	3. Basic Concept of Patents and Indian Patents Law Important Case Laws https://www.youtube.com/watch?v=e46GmtDdrgo
	4. Trademark Types of Trademark Trademarks Act 1999 IPR by Tanisha Gangrade https://www.youtube.com/watch?v=j2u-7ESS1hU
	5. Intellectual Property Rights IPR Patent Copyright Trade Mark Trade Secret by Tanisha https://www.youtube.com/watch?v=VzIgPfAd0Fs
Websites	1. https://www.ipindia.gov.in/
	2. https://copyright.gov.in/
	3. http://plantauthority.gov.in/

Semester II

Course Code	GM 07	Course Title	Marketing Management
Course Type	Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:1:1		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Enumerate the core marketing concepts, terminology, and theoretical frameworks.
CO2	Comprehend marketing across contexts (services, international, rural, digital).
CO3	Apply marketing strategies to solve business problems
CO4	Analyze market research data to inform marketing decisions.
CO5	Develop comprehensive marketing plans that demonstrate creativity and innovation.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Marketing Management:** Defining marketing in the modern context,Integration of marketing with other business functions. **Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Case Study.	9
2	**Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates. current trends in pricing. **Distribution Channels and Physical Distribution Decisions:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Phygital Channels. Case Study.	8

3	**Promotion Decisions:** Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations;Push and Pull strategy , Advertising-AIDA and 5A's (Aware, Appeal, Ask, Act, and Advocate) of Marketing,Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques, Digital Marketing and Social Media Digital marketing tactics and tools, Social media strategy and content marketing, Measuring and analyzing digital marketing success.	10
4	**Marketing Planning and control**- Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations. Marketing Plan Development- Executive Summary, Situation Analysis, Marketing Strategy, Marketing Audit,case study	9
5	**Sustainable Marketing:** Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Relationship marketing; Rural Marketing; Immersive Marketing. case study	9

3. Learning Resources:

Suggested Books	1. Kotler, P., & Keller, K. L. (Latest Edition). Marketing Management. Pearson. 2. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson 3. Marketing Management, Rajan Saxena, TMGH 4. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson 5. Marketing Management- Text and Cases, Tapan K Panda, Excel Books 6. Marketing Management, Ramaswamy & Namakumari, Macmillan. 7. Marketing Whitebook 8. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning
Website links	https://www.ama.org/topics/white-paper https://www.msi.org/working-paper/price-gouging-regulation-in-response-to-crisis-causal-effects-and-policy-implications https://www.msi.org/library https://www.cim.co.uk/content-hub/podcast

Case Studies	1. Hairstrong: Working Out a Marketing Plan By: Julie Gosse; Martin Eidenberg 2. Atomberg Technologies - Leveraging Digital Marketing to Accelerate Its Omnichannel Strategy By: Srinivas Pingali; Manish Gupta; Kiran Pedada 3. Avocados from Mexico: Success in an Omnichannel World By: Derek Rucker; Alvaro Luque 4. Eastern Mindfulness: Designing the Social Media Marketing Strategy By: Raunak Gupta 5. WhatsApp: Creating and Communicating Value for WhatsApp Payments By: Bikramjit Rishi; Harvinder Singh; Agniv Bhattacharya

Course Code	GM 08	Course Title	Financial Management
Course Type	Core	Sessions in TT per week	4
Credit Type	Full Credit	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize the financial management concepts such as working capital, capital budgeting, leverages etc.
CO2	Summarize the overall financial management concepts in detail.
CO3	Articulate the need and management of fund for the firm using various financial management techniques
CO4	Analyze the situation and • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO5	Detect the impact of Financial Statements, Working Capital, leverages, Capital Budgeting and budgetary control on business decisions of the firm

2. **Course Syllabus:**

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

ACCREDITED WITH GRADE A+ NAAC [CGPA-3.32] in Cycle 1

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Business Finance:** Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager	**4**
2	**Working Capital Management:** Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)	**11**
3	**Capital Budgeting**: Nature of Investment Decisions: Investment Evaluation criteria, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.	**11**
4	**Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Functional Budgets (overview). **Operating and Financial Leverage**: Measurement of Leverages – Effects of Operating , Financial Leverage and Combine leverage.	**11**
5	**Cost Variance Analysis:** Meaning, Importance, Advantages and Disadvantages Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance.	**7**

*Weightage will be 60% Problems & 40% Theory

Practical Problems Based On:

Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
Operating Cycle
Problems on Cash Budget, Flexible Budget
Problems on Variances (Material, Labor)
Leverages (Operating, Financial and Combine)
Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

3. **Learning Resources:**

Suggested Books	1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press) 2. Financial Management, Ravi Kishore (Taxmann) 3. Financial management, V.K. Bhalla (S. Chand) 4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)
Website Links	1. https://www.icai.org/category/e-journal 2. https://icmai.in/TaxationPortal/
Case Study	1. Business Model and Financial Management by Francine Newth 2. Capital Budgeting management of Bharti Airtel - The Profitability Impact by Sandeep Goel 3. Valuation Techniques in Private Equity: LBO Model by Victoria Ivashina, Alexey Tuzikov, Abhijit Tagade.

Course Code	GM 09	Course Title	Human Resource Management
Course Type	Core	Sessions in TT per week	4
Credit Type	Full credit	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Recall HRM terminology, concepts, and theories
CO2	Explain the principles and theories underlying HRM practices
CO3	Apply HRM strategies and techniques to solve practical workplace challenges
CO4	Analyze HRM practices and their impact on organizational effectiveness.
CO5	Critically evaluate HRM policies and propose improvements based on evidence and best practices

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1.	Human Resource Management: Concept and Challenges - Introduction, Objectives, functions, importance of HRM, Role of HR Manager, Policies and types of policies, Challenges of HRM. Study policies (Dos and Don'ts) of five Companies.	5
2.	HR Acquisition & Retention: Human Resource Planning: Definition, Objective, HRP Process. Job Analysis Process – Methods of Demand forecasting, Methods of Supply Forecasting, Contents of Job Description & Job Specification. Job Evaluation methods: Factors Job evaluation, Ranking Method, Grading Method, Point allocation method, Factor Comparison Method, and Market Analysis Method. Job design: Job design process, Job enrichment, job enlargement, Job rotation. Recruitment: Introduction & Sources of Recruitment, Selection Process, Interview techniques. Facial recognition technology and AI used in Recruitment and selection process. Induction and Orientation: Use of AI for onboarding employees. Career Planning-Process of career planning, Understand concept of Succession Planning. Retention of Employees: Importance of retention, strategies of retention.	15
3.	Performance and Training and Development: Managing Employee Performance and Learning Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods / Types. Why to measure performance and its purpose. Use of AI for Performance Appraisal. Training and Development - Definition, Objectives, Importance. The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. Use of AI in Training and Development.	15
4.	Managing Employee Compensation and Separation: Compensation: Objectives, Importance, Types of Wages, Components of Salary, Incentives: Financial and Non financial Incentives, Fringe Benefits, Current trends in Compensation. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, and Discharge.	5
5.	HRM Practice in Indian Context (Based on selected cases / content): TEDtalk - The Ordinary Heroes of the Taj Hotel: Rohit Deshpande at TEDxNewEngland, Study of HR role played by Dr. Sudha Murti (Only two practices). Some glimpses of HR management by Chattrapti Shivaji Maharaj (Only two). Traits and role of HR Manager described in stanza 5 to 30 from "Uttampurushnirupan" Dashak12, Samas 10 Dasbodh.	5

3. Learning Resources:

Suggested Books	1. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay.

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

	2. Mamoria C.B., Gankar S.V., (2006), "A Textbook of Human Resource Management", Himalaya Publishing House, New Delhi. 3. Prasad L.M., (2005), Human Resource Management," Sultan Chand & Sons, New Delhi. 4. Apte, Dr. Ajit, (2019), "Shri Shivray - VP HRD ? : Manav Sansadhanancha Vikas", Rajhans Prakashan. 5. Performance Appraisal and Management, Himalaya Publishing House 6. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd. 7. Chincholkar Sunil, Kulkarni Datta, Kulkarni R. K., Ramdas and Self Management.
Videos Links	1. Human Resource Management (HRM) Explained – Everything you Need to Know https://www.youtube.com/watch?v=aPEUKLxxh_k 2. Compensation Management https://www.youtube.com/watch?v=wZoRId6ADuo 3. Indian Army Training https://www.youtube.com/watch?v=-Hyqo2kPmm8 https://www.youtube.com/watch?v=sZ0AT7CO0x8 4. Compensation Case Study https://www.youtube.com/watch?v=iFdZLjWycEE 5. Retirement https://www.youtube.com/watch?v=krLQcQbqiR8 6. HR Shared Services https://www.youtube.com/watch?v=8OT-uAN2qeI
Websites	1. Human Resource Management https://en.wikipedia.org/wiki/Human_resource_management 2. What is Human Resource Management https://emeritus.org/in/learn/what-is-human-resource-management/ 3. www.shrmindia.org 4. www.peoplematters.com

Course Code	GM 10	Course Title	Business Research Methods
Course Type	Core	Sessions in TT per week	4
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:1:0		

4. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Enumerate and define various concepts & terms associated with scientific business research.
CO2	Explain the concept of measurement and different levels of measurement in the context of business research.
CO3	Analyze quantitative data and derive actionable inferences from the same from a decision-making perspective.
CO4	Design a variety of data collection instruments and apply the principles of sampling to contemporary business research problems.
CO5	Construct different types of testable hypotheses and interpret the statistical test outcomes.

5. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Foundations of Research:** Definition of Research, Concept of research design, Types of research design - Exploratory, Descriptive, Quasi-Experimental and Experimental, Characteristics of scientific research The process of business research. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation, and conflicts of interest.	8

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

2	**Data & Measurement:** Meaning of data, Need for data. Types of Data – Primary & Secondary. Primary & Secondary Data Collection Methods (Observation, Interviews, Questionnaire), What is a variable?. Measurement: Concept of measurement - Validity and Reliability of measure. Levels of measurement - Nominal, Ordinal, Interval, Ratio <u>Univariate Analysis -</u> Types of frequencies (continuous and Discrete), Measures of central tendency (Mean, Mode, Median), Measures of Dispersion (Standard deviation, Coefficient of Variation), <u>Graphical Representation of Data</u>: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms	9
3	**Correlation & Regression:** Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and Spearman's rank correlation. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression coefficient, Applications in business scenarios.	9
4	**Sampling: Basic Concepts:** Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, non-sampling errors Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.	9
5	**Hypothesis & Hypothesis Testing:** Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and Z test. Chi-square test	10

6. **Learning Resources:**

Suggested Books	1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH. 2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press 3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage 4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall 5. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning 6. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press 7. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,

	8. Research Methodology In Management, Dr.V.P.Michael
Website	1. https://www.youtube.com/watch?v=E2gGF1rburw&list=PLyqSpQzTE6M8F_P8lgjvmqiDEoFGLzG4h&index=1 2. Fundamentals of Research (Major) - Course (swayam2.ac.in) 3. MGPE-015 Introduction to Research Methods (Elective Course) - Course (swayam2.ac.in) 4. Research Methodology and Statistical Analyasis_Intro (youtube.com)

Course Code	GM 11	**Course Title**	Supply chain and Logistics Management
Course Type	Core	**Sessions in TT per week**	4
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:1		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the basic terms and concepts in Supply Chain and Logistics Management
CO2	Explain the various facets of Supply Chain and Logistics Management in a real world context.
CO3	Integrate the aspects of various functional areas of Supply Chain and Logistics Management to develop a functional perspective.
CO4	Explain the various stakeholders of Supply chain and understand their roles and responsibilities
CO5	Develop the capability to view the firm in its totality in the context of its environment

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Supply Chain Concepts:** Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.	7
2	**Logistics :** Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, TransportationFunctions, Costs, and Mode; Network and Decision, Containerization, Cross docking.	8
3	**Supply Chain Performance:** Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influence designing Global Supply Chain Network.	10
4	**Warehousing:** Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL). Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability	10
5	**Green Supply Chain and Logistics Management:** Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices. Case Studies Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics. Case Studies	10

3. Learning Resources:

Suggested Books	1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education 2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; 3, Ballou, Ronald H.; Supply Chain Management; Pearson Education 4. Sahay, B.S.; Supply Chain Management; Macmillan
Web resources	1.https://youtu.be/4-QU7WiVxh8 2.https://youtu.be/f-r6XwQLXmo?feature=shared 3.https://youtu.be/ATPZcrZP06A?feature=shared 4.https://youtu.be/k8AE4A8eBBM?feature=shared

Course Code	FP 01	Course Title	Field Project
Course Type	Compulsory	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	0:3:0		

The guidelines and expectations for the Field Project, a mandatory 3-credit course component for all Master of Business Administration (MBA) Semester 2 students. The Field Project provides a platform for students to bridge the gap between theoretical knowledge and real-world business applications. Through this applied learning experience, students will develop critical thinking, problem-solving, research, data analysis, and communication skills.

Project Objectives
- Apply theoretical frameworks and analytical skills to a contemporary business challenge.
- Develop research methodologies and conduct data collection to address the chosen issue.
- Analyze findings and interpret data to formulate actionable solutions.
- Compose a comprehensive project report and deliver a genteel presentation.
- Enhance critical thinking and problem-solving abilities relevant to various business functions.

Project Selection
- Project topics will focus on pertinent business issues faced by organizations of any industry or size.
- An initial list of potential project topics will be provided by the instructor, with the option for students to propose their own topics subject to prior approval.
- Field Project can be conducted in a variety of settings, including:
  a. Local community settings
  b. Start-up's
  c. Government undertakings
  d. NGOs (Non-Governmental Organizations)
  e. Cooperatives
  f. Corporate entities
  g. SMEs (Small and Medium Enterprises)

Project Development and Deliverables

Project Proposal A concise proposal outlining the chosen topic, research question(s), methodology, and a preliminary timeline will be submitted.

Progress Report This report will document the progress made on the project, including data collection efforts and preliminary findings.

Final Project Report

A comprehensive report (15-20 pages) will be submitted following a pre-defined format provided by the instructor.
- o The report should comprehensively address all sections outlined in the Project Guidelines, including:
  - ▪ Problem Identification and Definition

- ▪ Literature Review
- ▪ Methodology
- ▪ Data Collection and Analysis
- ▪ Recommendations and Action Plan
- ▪ Ethical Considerations
  - o Formatting and referencing will adhere to a designated university style guide (e.g., APA, MLA).

Assessment:

Internal Assessment (50 Marks):
- Project Proposal (10 Marks)
- Progress Report (15 Marks)
- Final Project Report (25 Marks)

External Assessment (50 Marks):
- Final Project Presentation (50 Marks):
  - ▪ Students will deliver a 15-20-minute presentation summarizing their project findings and recommendations.
  - ▪ The presentation will be evaluated by a panel consisting of the instructor and an external examiner. The assessment will focus on clarity, organization, use of visuals, and the team's ability to respond to questions.

A detailed rubric outlining the assessment criteria and weighting for each section of the project proposal, progress report, final report, and presentation will be provided to students.

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Course Code	GC 04	Course Title	Contemporary Frameworks in Management
Course Type	Generic Compulsory	Sessions in TT per week	02
Credit Type	Half	Total Marks	50
Credit Value	2		
Credit Pattern (LTP)	2:0:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define habits and identify the benefits of inculcating the 7 habits in daily life to make oneself more effective.
CO2	Describe teams that can build trust, and discuss why and how most teams fail to generate expected results.

CO3	Apply the 21 laws that make leadership work successfully to improve your leadership ability.
CO4	Examine the fundamental causes of organizational politics and team failure.
CO5	Explain the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**The 7 habits of highly effective people:** Paradigms and principles, Inside-out, The Seven Habits - An Overview - Private victory , Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal	10
2	**Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards,Inattention to results—focusing on personal success, status and ego before team success	10
2	**The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process,The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.	10

3. Learning Resources:

Suggested Books	1. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey 2. The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni 3. The 21 Irrefutable Law of Leadership-John C. Maxwell

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Websites	1. THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE BY STEPHEN R. | FREE AUDIOBOOK (youtube.com)
	2. The 7 Habits of Highly Effective People (Detailed Summary) (youtube.com)
	3. Summary of The Five Dysfunctions of a Team by Patrick M. Lencioni | 68 minutes audiobook summary (youtube.com)
	4. The 21 Irrefutable Laws of Leadership: Introduction (youtube.com)
	5. What Happen If you Read 1 Book a Week (youtube.com)

Course Code	GC 05	Course Title	Data Visualization
Course Type	Generic Compulsory	Sessions in TT per week	2
Credit Type	Half	Total Marks	50
Credit Value	2		
Credit Pattern (LTP)	1:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize core principles of visual perception and design to create effective visualizations.
CO2	Understand of how data visualization is used in business communication.
CO3	Developed basic to intermediate visualizations using a data visualization software
CO4	Design interactive dashboards to present complex data in a clear and concise manner.
CO5	Evaluate and criticize existing data visualizations based on design principles

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Data Visualization Design & Principles** History and Evolution, Understanding key principles such as perception, cognition, and design, Introduction to Gestalt principles and their application in visualization, Understanding color theory and its significance in visualization, Importance of typography in visualization and best practices	8
2	**Visualization Techniques & Visual Analytics** Visual Storytelling (Scalar & Point Techniques (e.g., bar charts, scatter plots), Vector Visualization Techniques (e.g., flow charts, Sankey diagrams), Multidimensional Techniques (e.g., parallel coordinates, scatterplot matrices) Visualizing Cluster Analysis (e.g., dendrograms, t-SNE plots) Matrix Visualization for Bayesian Analysis, Data Preparation, Explore data through	12

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[CGPA-3.32] in Cycle 1

	EDA (Exploratory Data Analysis), Data Cleaning Techniques, Univariate, Bivariate & Multivariate Analysis, Edward Tufte's visual encoding principles, Maps & Geospatial Data Visualization, Group Visualization (bubble charts, trees), Network Visualization (graphs), Metaphorical Visualization, color mapping techniques for data representation	
3.	**Advanced Techniques and Storytelling**	
	Interactive dashboards and data storytelling techniques through presentations using Pecha-Kucha, Ethical considerations in data visualization, Applying data visualization to real-world business problems, Analyzing and interpreting visualizations in various management contexts, Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations, Evaluating visualizations	**10**

3. Learning Resources:

Suggested Books	**1.** Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick, 2nd edition,A K Peters, Ltd 2015
	2. Joerg Osarek, "Virtual Reality Analytics", Gordon's Arcade
	3. Tamara Munzner,Visualization Analysis & Design ,1st edition,AK Peters Visualization Series 2014
	4. Scott Murray, Interactive Data Visualization for the Web ,2nd Edition, 2017
	5. Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012
Videos	1. The science of data visualization https://www.youtube.com/watch?v=l7cAdp0f4X0
	2. Data Visualization Tutorial For Beginners | Big Data Analytics Tutorial | Simplilearn https://www.youtube.com/watch?v=MiiANxRHSv4
	3. https://www.youtube.com/watch?v=csXmVBw8cdo

Course Code	GC 06	Course Title	Entrepreneurship & New Venture Management
Course Type	Generic Compulsory	**Sessions in TT per week**	2
Credit Type	Half	**Total Marks**	50
Credit Value	2		
Credit Pattern (LTP)	2/0/0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Remember the strategic decisions involved in establishing startups.

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CO2	Understand the financial roadmap of a startup
CO3	Exercise a business model for a company.
CO4	Analyze market strategy for a startup positioning and growth strategy
CO5	Review various government schemes for startups.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-toMarket Strategy, the role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools.	10
2	**The Financial Road Map:** Planning/Budgeting, developing a financial roadmap, financial statements: the four components, how to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family. Crowdfunding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting.	10
3	**Starting your Business** The Team: Board/Governance, the role of a successful board, how to assemble a board of advisors. Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. The Pitch.	10

3. **Learning Resources:**

Suggested Books	1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson 2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India. 3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd 4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi 5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition. 6. Entrepreneurship: New Venture Creation by David H. Holt 7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi 8. Entrepreneurship and Small Business Management by Siropolis 9. Lead like an Entrepreneur by Neal Thornberry 10. Fundamentals of Entrepreneurship, Nandan H, PHI

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	11. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition. 12. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. 13. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives. 14. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press. 15. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson. 16. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi. 17. Indian Entrepreneurial Culture by A Gupta , New Age International. 18. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare
Cases	1. The Start of the Start: Entrepreneurial Opportunity Identification and Evaluation: https://hbsp.harvard.edu/product/SCG597-PDF-ENG?Ntt= 2. Snaqary Snacks: Building a Start-Up Brand: https://hbsp.harvard.edu/product/W36141-PDF-ENG?Ntt= 3. The unlikely inventor and the reluctant manufacturer - Coloplast's start-up story: https://hbsp.harvard.edu/product/CBS005-PDF-ENG?Ntt= 4. Stepping Out of Lockdown: Launching a Footwear Brand During a Pandemic: https://hbsp.harvard.edu/product/LBS340-PDF-ENG?Ntt=
Research Papers	1. E-Tailing: A Case Study on Myntra.com: https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/recent_issues_pdf/2014/February/February_2014_1391258849_a81fc_83.pdf
Websites	1. https://www.coursera.org/articles/start-a-business 2. https://www.entrepreneur.com/starting-a-business/the-complete-12-step-guide-to-starting-a-business/297899 3. https://business.gov.au/guide/starting 4. https://www.forbes.com/advisor/in/business/how-to-start-a-business/ 5. https://www.sba.gov/business-guide/10-steps-start-your-business
Videos	1. https://www.youtube.com/watch?v=p7vhcob-YkI&list=PLHRLZtgrF2jnPlrlU1k8y8LdLhmm4eaeO 2. https://www.youtube.com/watch?v=fzHcDGQsZk8&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=57 3. https://www.youtube.com/watch?v=nJHEUaCImyQ&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=58 4. https://www.youtube.com/watch?v=z8e9lH3k33g&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=59 5. https://www.youtube.com/watch?v=myV-7r1sMPk&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=60 6. https://www.youtube.com/watch?v=ohQvcWZt7-o&list=PLLy_2iUCG87CUSdZ0z0ihunS1QSrNqXFN&index=17

7.	https://www.youtube.com/watch?v=rkumGeKYYFs&list=PLLy_2iUCG87CUSdZ0z0ihunS1QSrNqXFN&index=19
8.	https://www.youtube.com/watch?v=4LK_tzopi74&list=PLLy_2iUCG87CUSdZ0z0ihunS1QSrNqXFN&index=27
9.	https://www.youtube.com/watch?v=UL86GGHBX5Q&list=PLLy_2iUCG87CUSdZ0z0ihunS1QSrNqXFN&index=37

Course Code	VAC 13	Course Title	Demand Forecasting
Course Type	Elective	**Sessions in TT per week**	1
Credit Type	Half Credit	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes:** On successful completion of the course the learner will be able to -

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define the key terms associated with demand analysis, demand estimation and demand forecasting.
CO2	Summarize the use of demand forecasting in various functions of management.
CO3	Prepare a forecast into its various components and build a forecast for common products and services using time-series data.
CO4	Explain the forecasting Techniques/Models (both Qualitative and Quantitative).
CO5	Review the conceptual understanding of Demand Planning and management.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Demand Analysis:** An Overview, Significance of Demand Analysis and Forecasting, Art- of-Forecasting. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning.	**2**
2	**Estimation of Demand** - Marketing Research Techniques, Market Experiments in Test Stores. Statistical Estimation. **Forecasting Demand :** Overview of	**3**

| 3 | **Quantitative Forecasting Methods Using Time Series Data:** Time Series Analysis, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error. **New Product Forecasting:** Differences between Evolutionary and Revolutionary New Products. New Product Forecasting Overview. What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step. | 5 |

3. Learning Resources:

Suggested Text Book	1. Principles of Business Forecasting" by Keith Ord and Robert Fildes.
	2. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase.
	3. Demand Forecasting for Managers, Stephan Kolassa.
	4. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman.
	5. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning , Chaman L. Jain and Jack Malheron.
Web Links	**1. https://www.youtube.com/watch?v=y_0jJ0Y7xTU** **2. https://www.researchgate.net/publication/354726783** **3. https://www.researchgate.net/publication/354726783**

Course Code	VAC 14	Course Title	Corporate Social Responsibility
Course Type	Elective	Sessions in TT per week	01
Credit Type	Half Credit	Total Marks	50
Credit Value	01		
Credit Pattern (LTP)	1:0:0		

1. Course Outcomes: On successful completion of course the learner will be able to –

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CO Number	COURSE OUTCOMES (CO'S)
CO1	Define the concept, importance and role of CSR in an organization.
CO2	Understand the implementation of CSR and its policies from stakeholder's and social point of view.
CO3	Apply different ideas, brainstorming and plans to enhance corporate social responsibilities in the upcoming era as per the societal and organizational need.
CO4	Analyze the challenges in CSR and strategies to outcome these challenges.
CO5	Evaluate & Formulate different projects, surveys and contents to spread CSR awareness and influence companies to maximize their participation into CSR activities.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to CSR:** The Role of stakeholders in CSR, Stakeholders advocacy, The role of business in society, Consumers awareness towards CSR, Globalization & CSR. Success and failure with CSR initiatives. The five stages of organizational growth with CSR. Why is CSR mandatory/essential for corporate?	**5**
2	**CSR MANAGEMENT- IMPLEMENTING AND COMMUNICATING**: Building CSR plans integrated into business strategy, CSR implementation processes in SMEs and large corporations. Instruments, initiatives and tools used to measures CSR. Value of ethical and emphatic behavior in business decisions- role of CSR. Implementation of Concept - 'Swa-dharma' (Self Duties) & 'Panch-Rina' (Giving back to fivefold Debt) & Its significance while practicing CSR activities.	**5**
3	**Overview of CSR**: Community involvement and development, The strategic CSR model, Strategy with Society Relationship, Social responsibility toward the environment, Social responsibility toward customers.	**5**

3. **Learning Resources:**

Suggested Books	1. Corporate Social Responsibility, Madhumita Chatterjee 2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis 3. Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning

4. Six Essential Steps in Implementing CSR (2016) By V Reddappa Reddy and C Dheeraja.
5. The Corporate Social Responsibility in India (Cases & Development after Legal Mandate) by Dr.Rene Schumpeter

Course Code	VAC 15	Course Title	Industry Analysis - Desk Research
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize the key characteristics and strategies of the players in an industry.
CO2	Demonstrate the management ethos and philosophy of the players in the industry
CO3	Identify and understand the regulatory forces acting on the industry.
CO4	Apply and analyze the market and financial performance of the players in an industry using technological tools.
CO5	Evaluate the impact of recent developments on the industry and its key players.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions,	5

	Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.	
2	**External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players and bottom 3 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any.	5
3	**Financials:** Profitability, Revenues, Margins of top 3 & bottom 3 players over the last 3 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 3 years for top 3 and bottom 3 companies in the industry. **Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 3 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any.	5

3. **Learning Resources:**

Instruction	1. Students should work in groups of 3 to 5 each under the guidance of a faculty. 2. Students shall carry out an in-depth study of any industry of their choice. 3. Students shall submit a structured detailed report. No text books are prescribed. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Course Code	VAC 16	Course Title	Business Plan
Course Type	Elective	Sessions in TT per week	2
Credit Type	Half Credit	Total Marks	100
Credit Value	2		
Credit Pattern (LTP)	2+2+0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define the various term and concepts associated with the Business Plan
CO2	Understand the various aspects to prepare business plan
CO3	Apply the business plan strategies to formulate a plan for startups
CO4	Link the various parameters of business to formulate a Business Plan
CO5	Create the business plan

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Business plan project**: Data collection, Initial analysis of the data, Partial plans Financial plan and control, **Business Idea and Strategic Goal:** Business model, Strategic goals, Vision, Mission, Company goals,	5
2	**Production plan:** Unique selling propositions, Auxiliary services, Product description, Product portfolio and product plan, Operational Plan, Staffing, Production, Quality Control, Location, Legal Environment, Inventory, Suppliers & Vendors **Marketing strategies**: Description of relevant market, Market segmentation, Market growth, Competition, Marketing strategy, Marketing plan, Pricing policy, Advertising and sales promotion, Sales strategy, Outline of production, Production plan	5
3	**Financial Planning**: Presentation of financial situation, financial data system, Company's future development, Sensitivity and risk analysis, Startup Expenses Develop Budgets, Plan for Capital, Personal Financial Statement, Planning the financial strategy, preparing for the funding process, Involve the investor	5

*100% Evaluation will be on the basis of a Business Plan submitted by students.

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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[CGPA-3.32] in Cycle 1

Course Code	VAC17	Course Title	Research Proposal Writing
Course Type	Value Added Course	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	0+0+1		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define various concepts & terms associated with the Business Research Proposal.
CO2	Explain the terms and concepts used in all aspects of the Business Research Proposal writing.
CO3	Prepare a sample design for a research proposal using mixed-method research.
CO4	Estimate the budgetary requirement of a research project.
CO5	Create a schedule for the various stages of research and a detailed execution plan

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Elements of Research Proposal** Introduction: Problem or Question, Literature Review, Methods & Subjects, Measurement, Data Collection, Data Analysis, Findings, Conclusions & Recommendations, Contribution, Schedule, Budget	3
2	**Drafting A Business Research Proposal** Drafting business research proposals involving substantial primary data in various functional areas with specific emphasis on mixed methods research, sampling design, sample size estimation, and data collection i.e. fieldwork, quality checks, fieldworker training & supervision, and data analysis methods. (Modern digital field collection methods should also be emphasized.)	6

3	**Budget, Execution & Monitoring Plan of a Research Proposal** Providing a budget specifying where the money will go (when asking someone to give money to pay the costs of research). Preparing a schedule for the various stages of research. Preparing a detailed execution plan for the entire project.	6

3. Learning Resources:

Suggested Books	Writing Winning Business Proposals" by Richard Freed and Shervin Freed - McGraw-Hill.
Weblinks:	1.https://youtu.be/Hs5qVavUjwI?feature=shared 2.https://youtu.be/hSnEP2njB6c?feature=shared 3.https://youtu.be/oUiKwFNzKDM?feature=shared

Course Code	VAC 18	Course Title	Influencer Marketing
Course Type	Elective	**Sessions in TT per week**	01
Credit Type	Half Credit	**Total Marks**	50
Credit Value	01		
Credit Pattern (LTP)	1:0:0		

1. Course Outcomes: On successful completion of course the learner will be able to -

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define Influencer marketing concepts, significance and practices.
CO2	Relate the fundamental concepts and importance of influencer marketing with the other integrated marketing communications.
CO3	Articulate different types of influencers, their impacts on society and branding.
CO4	Illustrate the merits and demerits of influencer marketing practices, the strategies and methods to enhance the outcomes of influencer marketing.
CO5	Evaluate or Formulate various plans, ideas, conceptual frameworks, case studies on how Indian culture, ethics and values can play a significant role in Influencer marketing campaigns.

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

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2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Influencer Marketing**: Concept of influencer, influencer marketing, difference between influencer and celebrity endorsements. Relationship between influencers and brand ambassadors. Types of Influencers. Concept of Nano, Micro, Medium, Macro & Mega Influencers.	**5**
2	**Conceptual Frameworks:** Platforms of Influencer Marketing, Role of social media in influencer marketing, structure and process of influencer marketing campaign. Challenges and problems in influencer marketing due to AI & Meta-verse evaluation. Roles and Responsibilities of an Influencer. Attributes and skills required in Influencer Marketing.	**5**
3	**Practical Frameworks**: Prepare a Case Study/Project/Article/Blog/Role Play signifying the role of Indian Culture, Ethics, Values, Ideologies or Philosophies and how they can enhance the new trends and practices in Influencer Marketing Campaigns.	**5**

3. **Learning Resources:**

Suggested Book	1. Influencer Marketing by Duncan Brown and Nick Hayes 2. Influencer Marketing: How to Create, Manage, and Measure Brand Influencers in Social Media Marketing by Danny Brown, Sam Fiorella 3. Marketing to Gen Z: The Rules for Reaching this Vast and Very Different Generation of Influencers by Jeff Fromm, Angie Read 4. The Age of Influence: The Power of Influencers to Elevate Your Brand Paperback by Neal Schaffer 5. The Influencer Code by Amanda Russell

Course Code	VAC19	**Course Title**	Psychometric Testing & Assessment
Course Type	Elective	**Sessions in TT per week**	1
Credit Type	Half	**Total Marks**	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

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[CGPA-3.32] in Cycle 1

CO Number	COURSE OUTCOMES (CO'S)
CO1	Know various tools of psychometry designed to measure traits of individuals
CO2	Understand & conduct the group simulated exercises for organizational purpose
CO3	Identify the various psychometric tools and it's uses.
CO4	Administer psychometric tools to respondents
CO5	Interpret results and counsel the respondent based on the results

1. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction:** Psychological Assessment concept and definition, Objectives & Purpose of Psychological Tests, Importance of Psychometric and Psychological Measurement. Social, Ethical, and Legal Issues in Testing, Advantages and Limitations of Psychological Testing. Psychological Tests and its Characteristics – Standardization, Objectivity, Reliability, Validity, Norms.	5
2	**Different methods of assessment:** Establishment of an Assessment or Testing Procedure for Industrial/Organizational Setting. Interview as Assessment Technique, Individual tests (personality and motivation tests, interpersonal tests, analytical tests, ability tests, knowledge tests), Individual exercises (case study, in-basket exercise, psychomotor exercises), Group exercises (group simulation exercises, role plays, group discussions, management games)	5
3	**Psychological Tests:** ASUFA test (Attribution of Success and Failure), MBTI (Myers and Briggs Type Indicator), Conflict Management test, Emotional Intelligence, Stress Management and Personality Traits Tests, **FIRO-B test -** Theory, Administration, and Interpretation of the tests	5

2. **Learning Resources:**

Suggested Books	1. Psychometric & assessment Tests by Andrea Shavick 2. Psychometric Tests For Dummies by Liam Healy 3. Psychometric Tests, Volume 1, Testing Series, The Times testing series edited by Mike Bryon 4. HRD instruments by Dr S W Deshpande 5. Training Instruments in HRD and OD by Udai Pareek, Surabhi Purohit

6. Organisational Behaviour, Fred Luthans 10th edi.
7. Organizational Behaviour by Stephen Robbins
8. Behavioural Exercises and Games; Manual for Trainers by Madhu Deshpande, Prayag Mehta, Manohar Nadkarni Publication Learning Systems
9. Psychological Testing by Anne Anastasi Susana Urbina

Course Code	VAC 20	Course Title	Fintech
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Explain the core concepts of FinTech.
CO2	Explore emerging trends in FinTech, such as AI, big data, and digital identity.
CO3	Reenact the regulatory landscape surrounding FinTech, including cryptocurrencies and data privacy.
CO4	Analyze the impact of FinTech on economic development, customer satisfaction, and various industry sectors.
CO5	Evaluate the opportunities and challenges associated with FinTech adoption.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to FinTech:** Concept, meaning, Significance, Goals of Fintech, key areas in FinTech, Role of FinTech in economic development, Opportunities and Challenges of Fintech, Fintech Evolution in different sectors of the industry-. Banks, Startups and Emerging Markets, Recent developments in FinTech. Future prospects and potential issues with Fintech, FinTech as an aid to customer satisfaction.	**5**

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

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2	**Technology, Payments, Cryptocurrencies, big data and Blockchain:** Understand the concept of Crypto currency, block chain, Artificial Intelligence, machine learning. Fintech users, Individual Payments, Unified Payments Interface (UPI) e-Rupee. Legal and Regulatory Implications of Crypto currencies, Payment systems and their regulations	5
3	**Digital Finance and Alternative Finance:** Digitization of Financial Services, Crowdfunding, Charity and Equity, P2P and Marketplace Lending, New Models and New Products in marketplace lending. Introduction to the concept of Initial Coin Offering. How AI is transforming the Future of FinTech. Data & TechFin: History of Data Regulation, Data in Financial Services, Fintech in Banks and Insurance companies, Digital Identity, Change in mindset: Regulation KYC to KYD, AI & Governance, New Challenges of AI and Machine Learning, Machine Learning and Applications	5

3. **Learning Resources:**

Suggested Books	1. Ethereum: Blockchains, Digital Assets, Smart Contracts, Decentralized Autonomous Organizations by Henning Diedrich, CreateSpace Independent Publishing Platform, ISBN-13: 978-1523930470. 2. Blockchain Applications: A Hands-on Approach. by Arshdeep Bahga and Vijay Madisetti, Vpt, ISBN-13: 978-0996025560. 3. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Princeton University Press, ISBN-13: 978-0691171692. 4. An Introduction to Statistical Learning: with Applications in R (Springer Texts in Statistics) by Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Springer, ISBN-13: 978-1461471370. 5. Fintech for Beginners, Author Swanson Seth, Publisher: Createspace Independent Publishing Platform ISBN: 9781539919315,9781539919315 Edition 1 6. Fintech Bigtech And Banks Digitalization and Its Impact On Banking Business Models (Hb 2019) Author: Tanda , Publisher- SPRINGER, ISBN 9783030224257
Case Study	1. NorthCentral Bank: Navigating the Challenges of Fintechs, Neobanks, and Cryptocurrencies By: Hubert Pun, Felipe Restrepo, Dollar Luo https://hbsp.harvard.edu/product/W33866-PDF-ENG?Ntt=Banking%20Operations 2. Managing AI Risks in Consumer Banking By: Suraj Srinivasan; Satish Tadikonda; Paul Dongha; Manoj Saxena; Radhika Kak https://hbsp.harvard.edu/product/124093-PDF-ENG?Ntt=Banking%20Operations 3. Gtropy: Up or Out in This New Digital World? By: Amit Gupta; Sangeeta Shah Bharadwaj https://hbsp.harvard.edu/product/W30113-PDF-ENG?Ntt 4. AntChain's Blockchain as a Service: Digitising Industry Collaboration By: S. Alex Yang; Nitish Jain

Course Code	VAC 21	Course Title	Theory of Constraints (TOC),
Course Type	Elective	Sessions in TT per week	2
Credit Type	Half	Total Marks	50
Credit Value	2		
Credit Pattern (LTP)	2:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	DEFINE the key concepts of TOC
CO2	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
CO3	IDENTIFY and mitigate both real constraints and managerial constraints.
CO4	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
CO5	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method. (5+1)	5

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

2	Finance and Measures: Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. Project Management: Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach. (5+1)	5
3	Drum-Buffer-Rope Solution: Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method. (5+1) Theory of Constraints in Supply Chain Management: Introduction, TOC in distribution Solution, Drum-Buffer- Rope in distribution. (5+1)	5

3. Learning Resources:

Suggested Book	1. Theory of Constraints by S K Mukhopadhyay, Jaico Books. 2. The Goal by E M Goldratt and Cox J, Great Barrington, North River
	1. What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River 2. It's Not Luck by E M Goldratt, Great Barrington, North River
Web resources:	1.https://www.leanproduction.com/theory-of-constraints/#:~:text=The%20Theory%20of%20Constraints%20takes,link%20in%20the%20chain%E2%80%9D). 2.https://sixsigmastudyguide.com/theory-of-constraints/ 3.https://hoba.tech/theory-of-constraints-focus-areas-for-business-transformation-success/ 4.https://www.mindtools.com/an7g1b9/the-theory-of-constraints

Course Code	VAC 22	Course Title	Micro Finance
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:1:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Explain the history and current status of microfinance in India, including its potential and government involvement.
CO2	Apply participatory rural appraisal (PRA) techniques for effective needs assessment and program implementation in rural communities.
CO3	Analyze the role of Self-Help Groups (SHGs) in poverty alleviation and various benefit streams for members, banks, and society.
CO4	Evaluate different microfinance models for credit disbursement and SHG formation, both in India and internationally.
CO5	Develop strategies for livelihood promotion through microfinance interventions, considering poverty reduction and income generation activities..

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Basics of Microfinance:** History of Microfinance: Status of Microfinance in India Outreach of Microfinance, Potential of Microfinance in India, **Government and Microfinance:** Introduction, SHGs and different schemes, SHG and Poverty Alleviation Programs, SHG and Special Programs/ Schemes. Importance of SHGs: Introduction, Benefit of SHGs to members, Benefits to women, Benefits to Banks, Benefits to Government, Benefits to Voluntary Agencies and Benefits to Society.	6
2	**Microfinance and Development:** Models in Microfinance: Introduction, Models of Credit disbursement under microfinance, Models of SHGs in India, Models in International microfinance. **Livelihood Promotion:** Introduction, Poverty in India, Livelihood Intervention, Livelihood Promotion efforts in India, Integrated Sectoral Strategies, Strategies for vulnerable segments of the population, Delivery of Livelihood, Models of Livelihood Problem, Income Generating Activities.	5
3	**Participatory Rural Appraisal:** Introduction, Participatory Assessment-Concepts and Prerequisites, Conducting Participatory Assessment, Tools and Techniques of Participatory Assessment.	4

3. **Learning Resources:**

Suggested Books	1. Sapovadia, Vrajlal K., Micro Finance: The Pillars of a Tool to Socio-Economic Development. Development Gateway, 2006. 2. Wright, Graham A.N. Microfinance Systems: Designing Quality Financial Services for the Poor. The University Press, Dhaka, 2000.

Maharashtra Education Society's

**INSTITUTE OF MANAGEMENT &
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[CGPA-3.32] in Cycle 1

	3. United Nations Department of Economic Affairs and United Nations Capital Development Fund. Building Inclusive Financial Sectors for Development. United Nations, New York, 2006. 4. Yunus, Muhammad. Creating a World Without Poverty: Social Business and the Future of Capitalism. Public Affairs, New York, 2008. 5. Branch, Brian & Janette Klaehn. Striking the Balance in Microfinance: A Practical Guide to Mobilizing Savings. PACT Publications, Washington, 2002. 6. Dowla, Asif & Dipal Barua. The Poor Always Pay Back: The Grameen II Story. Kumarian Press Inc., Bloomfield, Connecticut, 2006. 7. Hirschland, Madeline (ed.) Savings Services for the Poor: An Operational Guide. Kumarian Press Inc., Bloomfield CT, 2005. 8. Ledgerwood, Joanna and Victoria White. Transforming Microfinance Institutions: Providing Full Financial Services to the Poor. World Bank, 2006. 9. Rutherford, Stuart. The Poor and Their Money. Oxford University Press, Delhi, 2000.
Case Study	SKS Microfinance by Shawn Cole, Theresa Chen Indian Microfinance Sector: A Case Study by Sean P. Gillon University of New Hampshire - Main Campus
Website link	https://mfinindia.org/

Course Code	VAC 23	**Course Title**	Hospitality & Tourism Management
Course Type	Elective	**Sessions in TT per week**	01
Credit Type	Half Credit	**Total Marks**	50
Credit Value	01		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Outline the concepts, work areas, functions of Hospitality & Tourism Industry.
CO2	Understand the theoretical and applied aspects of Tourism & Hospitality Industry
CO3	Articulate & Apply different skills, traits, knowledge required for basic hospitality & Tourism Management.

CO4	Correlate with different cases in this industry with real life challenges.
CO5	Assess and Evaluate different methods/ways to reduce the gap between hospitality & tourism industry requirements and its workforce requirements.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Hospitality:** Define Hospitality. Classification and Role of Hospitality Industry- Food & Beverage sub sector & Accommodation (Hotels). Contribution of Hospitality Sector to Indian Economy. Concepts of Indian Hospitality: Atithi Devo Bhava and its implementations by popular brands like Taj, Oberoi, ITC and other popular Indian Brands. Professional requirements of hospitality sector: protocols of professionalism according to hospitality, Ethics in hospitality, roles and responsibility of hospitality personnel. Hospitality Stakeholders.	5
2	**Introduction to Tourism**: Travel- Tourism sub sector (Airline, Cruise, Other Transports). Professional Traits and attributes required in Tourism Employees. Who are Tourism Stakeholders? Role of Tourism in Indian Cultural, Social, Economical and Global Development. Why is Indian a Tourism rich country?	5
3	**Project/survey/case writing/** research on How Hospitality and Tourism can be enriched in India. Spreading Awareness of Indian Culture, Architecture, Indian Food and marvels through Hospitality and Tourism.	5

3. **Learning Resources:**

Suggested Text Book	1. Jacob Robinet et al Indian Tourism Products, Abijeeth Publications.NewDelhi AcharyaRam , Tourism and cultural Heritage of India: ROSA Publication.
	2. Ram Gupta, Managing Hotels, Nuts and Bolts of Hotel Management
	3. Sanjiv Kumar Srivastava, Introduction to Hotel Industry, Trinity Publications
	4. Basham . A L the wonder that was India :Rupa and Company , Delhi
	5. B.K Chakravarti, Technical Guide to Hotel Operations

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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[CGPA-3.32] in Cycle 1

Course Code	VAC 24	Course Title	Legal Aspects of Startups
Course Type	Elective	Sessions in TT per week	1
Credit Type	Half Credit	Total Marks	25
Credit Value	1		
Credit Pattern (LTP)	1:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Gain the knowledge of the Legal consideration for Startups in India.
CO2	Understand the concept related to Legal consideration for Startups in India.
CO3	Apply the gained knowledge to start a Startup in India .
CO4	Relate provisions of Acts for Startups.
CO5	Create a plan with the help of provisions of the Acts for Startups.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Legal Considerations for a Startup:** Key terms of a Co-Founder Agreement, Choice of entity for a startup: Sole Proprietorship, Partnership Firm, Limited Liability Partnership, Private Limited Company and Public Limited Company. Protecting your Startup Brands: Trademarks issues, Getting Angle Investments Term Sheets Right, Splitting Equity between Co-founders, Understanding ESOP and Sweat Equity: rewarding performance bonuses, revenue shares, stock options or a stake in the company. Legal mistakes that Hurt Startups, Protecting Intellectual Property in Software, Privacy Policy and Website Terms, Is Having Too Many Angel Investors a Bad Idea? Choosing the Right Legal Counsel.	**05**
2	**Indian Partnership Act, 1932 (2013):** Definition of "Partnership", "Partner", "Firm" and "firm name", Relations Of Partners To One Another, Relation Of Partners To Third Parties, Incoming And Outgoing Partners, Dissolution Of A Firm, Registration Of Firms. **Maternity Benefit Act:** Entier Act, **Minimum Wages Act 1948** – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for workers who work for less than normal working day, maintenance of	**05**

	registers and records. Standing order Act, MSME Regulations. Maharashtra Shop and Establishment Act.	
3	**E Startups:** E sign / digital verifiable documents. Startups in lending: RBI circulars on NBFC / Fintech companies - Savings, Loan, CIBIL Score. Consent Management Framework. **Digital Personal Data Protection (DPDP):** Provisions of data Management. **Taxation Provisions:** GST, Income Tax exemptions, Self-certification / concessions.	**05**

Note: Students must opt HR Operations and IPR courses.

3. **Learning Resources:**

Suggested Book	1.One Hour Startup Toolkit - Founders' Agreement: Tools to Create a Winning Founders Team, Gaurav Narang, Kindle Edition (Amazon Digital Services LLC). 2. Basic Legal Information for a Start-Up or a Business (India): Your perfect guide to Incorporation, Intellectual Property Registration and Other Legal Documents, by Alankar Narula, Kindle Edition. 3. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Kindle Edition 4. Startup Fundraising: How successful founders raise capital for their startups: Building an Investible Company, Pitching to Investors, Negotiating the Deal, and Everything….., Atal Malviya, Kindle Edition 5. Elements of Mercantile Law, N. D. Kappor, Sultan Chand & Sons P. Ltd. 6. Business Law, Ashok Sharma, V.K. Global Publication. 7. Business Laws: Das & Roy, Oxford University Press 8. Business Law- S K Matta, Geetika Matta, Vrinda Publications (P) Ltd 9. Business Law- Tejpal Singh, Pearson Publication
Video	1. https://www.startupindia.gov.in/content/sih/en/reources/knowledge-bank/Legal-Considerations-for-a-Startup.html 2. https://youtu.be/YAUELZBjHjc, https://youtu.be/0DTAzbVGEGA, https://youtu.be/uKfwuvpSuQU, https://youtu.be/L2q3m2pvRek, https://youtu.be/9uhmtBiMXKY, https://youtu.be/uoMSI9w4QCE, https://youtu.be/cRytBgj4Qhc, https://youtu.be/fRmhfGdrFOc, https://youtu.be/e0uZx-j43A0, https://youtu.be/um3uLNpgrxc,
Websites	1. https://www.startupindia.gov.in/ 2. https://dpiit.gov.in/ 3. https://www.investindia.gov.in/startup-india-hub

Semester III

Course Code	GM 13	Course Title	Strategic Management
Course Type	Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Identify core concepts of strategic management and industry analysis frameworks.
CO2	Apply strategic analysis frameworks to real-world business cases.
CO3	Analyze the internal strengths and weaknesses of a business using tools.
CO4	Evaluate the effectiveness of different strategic options based on their potential impact on profitability and competitive advantage
CO5	Develop a basic strategic plan for a business to view its totality in the context of its environment.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Foundations of Strategic Management: Understanding Strategy:** Explore the concept, levels, and characteristics of strategy, differentiating it from tactics. Strategic Management Process: Define the process and stakeholder roles, **Strategic intent:** vision, and mission statements, goals and objectives. Analyze real-world examples of successful and unsuccessful strategies, emphasizing the role of clear vision and mission in guiding organizations.	9
2	**Strategy Formulation: External and Internal Analysis:** Introduce tools for environmental appraisal, including ETOP, Porter's Five Forces, and industry analysis. Barriers to entry and exit. **Resource-Based View:** Examine a firm's resources and competitive position, introducing the VRIO Framework and benchmarking. Case study analysis of a company's strategic planning process, focusing on environmental scanning and resource evaluation.	9

3	**Strategic Planning and Implementation: Strategic Planning Components:** Objectives, goals, critical success factors (CSF), key performance indicators (KPI), and key result areas (KRA). **Strategy Implementation:** Address barriers, Mintzberg's 5 Ps, and Mc Kinsey's 7s Framework, with a focus on organizational structures.	9
4	**Advanced Strategic Concepts: Portfolio and Grand Strategies:** Introduce BCG Matrix, GE 9 Cell Model, and generic competitive strategies including stability, expansion, and retrenchment. **Strategic Tools and Analysis**: Value Chain Analysis, Organizational Capability Profile, and Portfolio Analysis. A Study of historical battle (Two battles taught in Western countries: Chattrapati Shivaji Maharaj and the Palkhed battle by Peshwa Baji Rao only) to glean strategic insights applicable to business contexts.	9
5	**Strategy in the Modern Business Environment: Innovative Strategies:** Blue & Red Ocean Strategy, E-Commerce Business Models, and the Virtual Value Chain. **Sustainability:** Integration of social and environmental sustainability in strategic management and the concept of the triple bottom line. Case studies of startups and established firms to understand the role of innovation and sustainability in long-term strategic success.	9

3. Learning Resources:

Suggested Books	1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill 2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning 3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill 4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson 5. Apte, Dr. Ajit, (2019), "ShreeShivaray I.A.S" 6. Strategic Management by Dr. Yogeshwari L. Giri 7. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition 8. Competing for the Future by Gary Hamel & C.K. Prahlad. 9. Blue Ocean Strategy by Kim & Mauborgne
Video Links	1. Strategic Management Overview Video Link: https://www.youtube.com/watch?app=desktop&v=3jb4zb5A-qo 2. McKinsey's 7S Model as a Strategic Management Tool Video Link: https://www.youtube.com/watch?v=wN9ThF5hsCM 3. Porter's Five Forces Explained and How to Use the Model Video Link: https://www.investopedia.com/terms/p/porter.asp 4. SWOT Analysis: How To With Table and Example Video Link: https://www.investopedia.com/terms/s/swot.asp 5. Business Strategy 01 - Introduction to Strategic Management Video Link: https://www.youtube.com/watch?v=P_mOxSSawRk

	6. Strategic Management- Introduction Types of Strategies Video Link: https://www.youtube.com/watch?app=desktop&v=l6SMswdgx5M 7. Strategic Management- Levels of Strategy Video Link: https://www.youtube.com/watch?v=gHR8jGTG3sg 8. Strategic Planning and SWOT Analysis Video Link: https://www.youtube.com/watch?v=VTH_WsyoEeM 9. A Crash Course in Strategic Management Video Link: https://www.youtube.com/watch?app=desktop&v=lHy6VYO-4yE 10. Strategic Management Unit 1 Part 1 Meaning, Nature and Importance of Strategy Video Link: https://www.youtube.com/watch?v=JUU5_x7nR8A 11. Strategic Management Unit 1 Part 2 David Model	Strategic Decision Making Video Link: https://www.youtube.com/watch?v=cHdsIWAWvzk
Case links	1. Harvard Business School Case Studies Link: Campa Cola: Reintroducing a Classic Brand https://hbsp.harvard.edu/product/8253-HTM-ENG?activeTab=overview&itemFindingMethod=
Websites	1. http://www.thepalladiumgroup.com 2. http://www.mckinsey.com

Course Code	SIP	Course Title	Summer Internship Project
Course Type	Compulsory	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	8		
Credit Pattern (LTP)	0:3:0		

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a minimum of 8 weeks. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director/HOD/Program Coordinator about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector.

SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace.

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report. The SIP report must reflect 8 weeks of work and justify the same.

The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the HOD/Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report as per deadlines specified by Institute. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department. Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy of the project report before the deadlines given by Institute. Hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted as per the schedule given by the Institute during Semester III.

The Internal & External viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

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**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
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[CGPA-3.32] in Cycle 1

Course Code	SC-FIN-01	Course Title	Advance Financial Management
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the basic concepts of managing the finances in the firm.
CO2	Elaborate the theoretical concepts related to raising and using the funds of the firms
CO3	Calculate capital structure and firm values, fund flow statement, cash and liquid management etc.
CO4	Analyze the need of funds, capital structure, dividend policy of the firm using various techniques
CO5	Judge the financial performance of the firm on the basis of use and mobilization of funds

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Corporate Restructuring & Corporate valuation:** Background of restructuring and reorganization; Concept of Financial Distress; Funds Flow Statements; Importance of Fund Flows; Problems on Fund Flow Statement.	**4**
2	**Capital Structure and Firm Value:** Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; Traditional Position; Modigliani and Miller Position Taxation and Capital Structure	**10**
3	**Cash and liquidity Management**- Aspects of cash management, motives for holding cash and marketable securities, Cash Management Models, Strategies for managing surplus funds; Credit Management: Objectives of trade credit, credit policies. Control and collection of accounts receivables, role of factoring in receivables management.	**11**

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4	**Dividend Policies in Practice:** Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis; Models in Which Investment and Dividend Decisions are Related.	**10**
5	**Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions	**10**

*Numerical problems: 80% & Theory: 20% will be weightage

Problems Based on:
- Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis
- Funds Flow Statements
- Receivables Management- calculation of collection period, Determining the number of uncollectible Receivables and Bad Debt Expense: Percent of Sales Method, Percent of Receivables Method
- BEP, CVP, Short term Decisions: Product mix, Make or buy, Accept or reject, Shutting down decisions
- Capital Structure: Net Income Approach;
  Net Operating Income Approach;
  Traditional Position;
  Modigliani and Miller Position

3. **Learning Resources:**

Suggested Books	1. Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi. 2. Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi. 3. Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi. 4. Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House 5. Financial Management by Ravi Kishore, Publisher: Taxman's Publishing House, New Delhi
Website Links	1. https://www.accaglobal.com/in/en/student/exam-support-resources/professional-exams-study-resources/p4.html 2. https://www.icai.org/post.html?post_id=19157 3. https://emeritus.org/blog/finance-advanced-financial-management 4. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management
Case Study	Huron Farms Dressage By: Elizabeth M.A. Grasby; David House https://hbsp.harvard.edu/product/909N05-PDF-ENG?activeTab=overview&itemFindingMethod

Course Code	SC-FIN-02	Course Title	Banking Operations & Regulations
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to-**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Highlight the structure and components of the Indian financial system through banking operations & Financial Markets.
CO2	Summarize the concepts of Interest rates, their working and importance.
CO3	Implement the concepts of financial markets, their working and importance.
CO4	Correlate the working and contribution of Banks and NBFCs to the Indian Economy.
CO5	Assess and develop various banking and accounting transactions and necessary competencies expected by a finance professional.

1. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Regulatory Framework:** Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities.	5
2	**Compliances of Regulations by Banks:** Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy, Annual statements of accounts, Audit and Inspection, submission of returns to RBI.	5
3	**Legal Aspects of Banking Operations:** Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge. **Laws related to**	13

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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	Banking: DRT Act 1993, SARFAESI Act, Banking Ombudsman Scheme, Bankers Books Evidence Act 1891, CERSAI, Consumer Protection Act 1986, Negotiable Instruments Act 1881, Payments & Settlement systems Act 2007.	
4	**Commercial Laws relating to Banking Operations:** The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act1956, Transfer of Property Act 1882, Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002,Information Technology Act2000, The Right to Information Act 2005.	8
5	**Banks and NBFCs:** Types of Banks & NBFCs, Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs. **Types of Banking:** Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking. **Concepts in Banking and Accounting of transactions:** Accounting in banks, Electronic Banking, Role of Technology in Banking services - ATM, NEFT, RTGS, IMPS, ECS, MICR, etc. Lending Practices, Principles of Sound Bank Lending, Financial reporting and control.	13

2. **Learning Resources:**

Suggested Text Book	1. Indian Financial Services, M Y Khan. 2. Marketing of Financial Services, Dr D Guruswamy. 3. Financial Services In India, Avadhani,V.A. 4. Risk and Insurance Concepts, P Perriasamy, M Veerasevalam. 5. Financial services of India, Dr. D Guruswamy. 6. Capital Markets & Financial Services, Anil Agashe. 7. Financial services, M. Y. Khan. 8. All Publications of IIBF and NIBM. 9. All Bare Acts mentioned in the syllabus
Website links	1. http://www.iba.org.in 2. https://www.investindia.gov.in/sector/bfsi-banking 3. https://www.ibef.org/industry/banking-india 4. https://rbi.org.in/scripts/banklinks.aspx 5. https://www.india.gov.in/topics/finance-taxes/banking 6. https://financialservices.gov.in/beta/en/banking-overview 7. https://www.investopedia.com/articles/investing/112714/regulations-govern-banking-india.asp 8. https://www.niti.gov.in/sites/default/files/2023-02/DigitalBanking07202022_compressed.pdf
Case Study	1. Crescent Standard Investment Bank Limited - Governance Failure By:MuntazarB.Ahmed https://hbsp.harvard.edu/product/908M68-PDF-ENG?Ntt=Banking%20Operations

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**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
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[CGPA-3.32] in Cycle 1

2. United Bank of India: Present Fiasco and Future Plans By: Debasish Maitra, Pradip Banerjee https://hbsp.harvard.edu/product/W15638-PDF-ENG?Ntt=Banking%20Operations

Course Code	SC-FIN-03	Course Title	Securities Analysis and Portfolio Management
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**-

CO Number	COURSE OUTCOMES (CO'S)
CO1	Quote numerous concepts of Investments and Markets.
CO2	Exemplify Investment concepts, Portfolio Analysis and Selection.
CO3	Implement several theories of Investment Analysis and Portfolio Management.
CO4	Explain the need of Portfolio Revision and Evaluation.
CO5	Assess Risk and Return on Investment using various concepts covered in the syllabus.

1. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Financial Markets:** Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency markets.	7
2	**Introduction & Concepts:** Investment Meaning, Nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment	10

	Environment, Investment avenues: Marketable & Non marketable financial assets. **Portfolio Analysis & Selection:** Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio..	
3	**Concept of portfolio and portfolio management:** Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. Sharpe-The Single Index Model: Measuring security risk & return, Measuring Portfolio Risk & Return. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model	12
4	**Portfolio Revision & Evaluation : Portfolio Revision:** Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, **Portfolio Evaluation :** Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns	8
5	**Risk & Return Analysis:** Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. Fundamental Analysis and Technical Analysis	8

2. Learning Resources:

Suggested Text Book	1.Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.). 2. Securities Analysis & Portfolio Mgmt., V A Avadhani , Himalaya Publications. 3. Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd. 4.Investment Analysis & Portfolio Management, Ranganathan & Madhumathi Pearson Education Pvt. Ltd. 5. Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall. 6. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R , Tata McGraw Hill Publishing Co. Ltd. 7. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown, Thomson Learning. 8. Modern Investments and Security Analysis, Fuller R J; Farrel JL, McGraw Hill. 9. Investment Management, V.K. Bhalla , S.Chand & Co. 10. Security Analysis & Portfolio Management, S.Bhat, Excel Books. 11. Security Analysis and Portfolio Management, Punithavathy P., Vikas Publishing. 12. Security Analysis and Portfolio Management, A.P. Dash,I.K. International.
Web Resources	1. https://www.sebi.gov.in/

Course Code	SC-FIN-04	Course Title	Equity Research
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full Credit	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcome: On successful completion of the course the learner will be able to-**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define various concepts of Investments and Markets.
CO2	Express in detail the valuation of different Securities.
CO3	Integrate Forecasting techniques for Economic and Industry analysis.
CO4	Analyze the Company on diverse parameters and the process of calculation of Intrinsic value.
CO5	Evaluate the company on the basis of Fundamental and Technical Analysis.

1. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Avenues of Investments:** Financial and Non-financial Securities Market Primary Equity Market, Secondary Equity Market, Trading and Settlement, Buying and Selling of Shares, Stock Market Indices Depositories.	5

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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2	**Valuation of Securities:** Equity, Preference Shares, Debt Instruments, Hybrid Securities, Derivatives, Bonds, Asset Pricing Theories, CAPM, APT, Portfolio Theory, Option Pricing Theory.	12
3	**Economic and Industry Analysis –** Economic Forecasting and Stock Investment Decisions, Forecasting Techniques. **Industry Analysis –** Industry classifications. Economy and Industry Analysis. Industry life cycle, Evaluating Industry Relevant Factors, External Industry Information Sources.	8
4	**Company and Fundamental Analysis:** Measuring Earnings, Forecasting Earnings, SWOT Analysis, Graham and Dodds Investor Ratios Value Investing, Corporate Actions, Process for calculation of Intrinsic Value.	10
5	**Technical Analysis:** Fundamental Analysis *versus* Technical Analysis – Charting Methods, Candle Sticks, Market Indicators, Trend, Trend Reversal, Patterns, Moving Average, Exponential Moving Average, Oscillators, ROC, Momentum, MACD ,RSI, Statistics.	10

2. **Learning Resources:**

Suggested Text Book	1.Agarwalla, K. N. and Deeksha Agarwalla : Bulls, Bears and The Mouse, Macmillan. 2. Cheney, J. and E. Muses: Fundamentals of Investments, Paul, New York. 3. Clark James Fransis : Investment Analysis and Management, McGraw Hill. 4. Dalton John M: How the Stock Markets Work, Prentice Hall, Delhi 5. Damodaran : Investment Valuation, John Wiley, New York. 6. Fabozzi Frank J: Investment Management, PH, International Edition. 7. Fischer Donal E. and Ronald J. Jordan : Security Analysis and Portfolio Management, PHI 8. French Don : Security and Portfolio Analysis, merni Publishing Co. 9. Kevin S: Portfolio Management, Prentice Hall, New Delhi 10. Machiraju H. R. : Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi 11. Merbert B. Mayo: Investments, Fryden Press 12. Chandra, Prasanna: Investment Analysis and Portfolio Management, Tata Mcgraw Hill 13. Sharpe William F., Gordon J. Alexander, and Jeffery J. Belly: Investment, Prentice Hall of India 14. V. K. Bhalla: Investment Management, S. Chand, New Delhi 15. Smith Richard D: Profit Investments, West Publishing Company
Website Links	1. https://www.sebi.gov.in/ 2. https://www.nseindia.com/ 3. https://www.bseindia.com/ 4. https://portal.tradebrains.in/ 5. https://www.moneycontrol.com/ 6. https://www.screener.in/ 7. https://in.investing.com/ 8. https://economictimes.indiatimes.com/markets

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**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
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Course Code	SC-FIN-05	Course Title	Insurance Laws & Regulations
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to-**

Sr. No.	Course Outcomes's
CO1	Relate to terminologies used in Insurance Law
CO2	Explain the role of insurance law in overall development of the country through risk management and insurance coverage.
CO3	Identify risk management plans , strategies and techniques in Life and General Insurance.
CO4	Appraise Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO5	Assess the insurance policies in the light of risk valuation.

1. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction:** History and Evolution of Insurance; Risk Management; Nature of Insurance Contract; Types of Insurance Life and General Insurance. Constitutional Perspective. Theory of Cooperation, Theory of Probability, Principles of Insurance, Utmost Good Faith, Insurable Interest & Reinsurance	**10**
2	**Regulatory Framework of Insurance Business in India:** Development of Insurance Legislation in India and Insurance Act 1938; Insurance Regulatory and Development Authority of India (IRDAI) Functions and Insurance Councils; IRDAI and its Licensing Functions; Policy Holders Rights of Assignment, Nomination and Transfer; Protection of Policy Holders Interest; Dispute Resolution Mechanism; Financial Regulatory Aspects of Solvency Margin and Investment International Trends in Insurance Regulation. Other Relevant Legislation (Motor Vehicles Act, Marine Insurance Act, Employees State Insurance Act etc.), Consumer Protection, Courts, Tribunals, Insurance Ombudsmen, Arbitration.	**10**
3	**Life Insurance:** Nature, Scope and Practice, Application of Principles in Life Insurance Contract –- Representation - Assignment and Nomination - Title and Claims - Tax Law Implications - Concept of Trusts in Life Policy - Stamp Duties - Role and Function of Life Insurance Companies. Life Insurance & Pension Products.	**10**
4	**General Insurance:** Practices and Procedures: Practices and Procedures: Introduction to General Insurance; Policy Documents and forms; Underwriting;	**10**

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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[CGPA-3.32] in Cycle 1

	General Insurance Products: Property Insurance (Fire and Engineering) ,Marine Insurance	
5	**International Insurance and Regulation:** Formation of International Insurance contracts; International Association of Insurance Supervisors – Future Trends. Enforcement and settlement. Conventions regulating Insurance on Maritime and Nuclear disaster.	**5**

2. **Learning Resources:**

Suggested Text Book	1.T.S. Mann, Law and Practice of Life Insurance, Deep and Deep Publications,7th edn (2011) 2. Utpal Rajan Sarkaar, Motor Accidents and Motor Insurance Claims, Sodhi Publications,5rd Edn. (2015) 3. R.P Katariya, An Exhaustive Commentary On Motor Vehicle Act 1988, Unique Law Publications,5th Edn (2012) Banerjee, law of insurance, Asia Law House, Hydrabad, (1997) 4. J.V.N Jaiswal, Law of Insurance, Eastern Book Company,9th edn. (2008) 5. Principles and Practice of Life Insurance, Committee on Insurance and Pension, The Institute of Chartered Accountants of India, Fourth Edition-October, 2008, New Delhi 6. Insurance - Law & Practice, The Institute of Company Secretaries of India, December 2019, New Delhi 7. The Principles of Marine Insurance, A. Primer, Harold Turner
Website links	https://irdai.gov.in/ https://www.india.gov.in/topics/finance-taxes/insurance http://gicre.in/

Course Code	SC-MKT-01	Course Title	Marketing Research and Information Systems
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:0:1		

1. **Course Outcomes: On successful completion of the course the learner will be able to-**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe basic concepts involved in the Marketing Research
CO2	Understand / Illustrate the various methods used in Marketing Research

CO3	Apply the concepts of marketing research in solving real-life marketing problems
CO4	Analyze the marketing situation and draw appropriate Inferences to address real-life marketing problems.
CO5	Design a marketing Research Proposal for real life marketing research problem; Evaluate marketing Research Proposal or Hypothesis Testing

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Marketing Research**: Definition of Marketing Research, Scope, Marketing Information System and Marketing Research, Marketing Decision Support System, Role of Marketing Research in Marketing Decision Making, The Marketing Research Process, The Marketing decision problem and marketing research problem, Developing the research approach, Translating decision problem to research problem, The components of marketing research proposal	9
2	**Marketing Research Designs:** Qualitative & Quantitative approaches, Information Requirements, Data Collection Methods, Sampling Design, Measurement & Scaling, Data Instruments, Designing questionnaires & Observation forms for different marketing research situations – Market Research, Consumer Behaviour, Research, Retail surveys to understand market potential, Channel Behavior	9
3	**Data Analysis:** Hypothesis Development, Type I & Type II Errors, Data Preparation, Hypothesis Testing for one mean, two means, proportions, Chi Square Test, ANOVA (Examples and Numericals and/ Or interpretations expected) Concepts and Applications : Factor Analysis, Cluster Analysis, Multi-Dimensional Scaling, Discriminant Analysis, Conjoint Analysis (Interpretation of Output is expected)	14
4	**Marketing Research Analysis-I:** Forecasting, New Product Development, Market Segmentation, Positioning, Pricing Research, Caselets to be discussed.	7
5	**Marketing Research Analysis-II:** Concurrent Applications of Marketing Research, Recent Trends in Marketing Research, Applications of longitudinal studies in Consumer Panels, Retail Shop Audit, Media Audience Tracking studies, Advertising Research, Brand Tracking studies, Marketing Research Industry in India, International Market Research	6

NOTE: A Marketing Research Project can be given to a group of students under CCE

3. Learning Resources:

Suggested Text Book	1. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education 2. Marketing Research, G. C. Beri, Tata McGraw Hill 3. Marketing Research, Suja Nair, Himalaya Publishing House
Reference Books	Marketing Research by Green, P.E., Tull, D.S. and G. Albaum, Prentice Hall of India
Web Resources	1. https://www.mrsi.co.in/blog/ 2. https://pulsehrm.com/blog/ 3. https://www.ncaer.org/

Course Code	SC-MKT-02	**Course Title**	Consumer Behavior
Course Type	Specialisation Core	**Sessions in TT per week**	03
Credit Type	Full Credit	**Total Marks**	100
Credit Value	03		
Credit Pattern (LTP)	3:0:0		

1. Course Outcomes: On successful completion of course the learner will be able to -

CO Number	COURSE OUTCOMES (CO'S)
CO1	Recall the factors and fundamental concepts influencing consumer's purchase decision.
CO2	Understand & Outline consumer and organizational buyer behavior process.
CO3	Apply concepts of consumer behavior to real world marketing decision making.
CO4	Analyze the consumer decision making process and the role of different determinants that affect the buying decision process.
CO5	Create business plans, cases, projects on the consumer and organizational buying behavior process for a variety of products (goods/services).

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions

1	**Introduction to Consumer Behavior:** Concepts- Consumer, Customer, User, Buyer, Organization as buyers. Factors influencing consumer behavior. Changing patterns of consumer behavior in Indian Economy & their role in fastest growing economy. Role of technology in consumer behavior- Internet, Ecommerce, IT & AI. Gaps in Consumer & Organization buying process.	**10**
2	**Components of Consumer Behavior**: Consumer Personality- Personality, Self-concept, Brand Personality, Emotions. Consumer Perception- price, product, risk, quality, brand perceptions, consumer-stimuli relationship. Consumer learning, Involvement & Memory. Strategies for changing consumer attitudes. Consumer Motivation- motive arousal, defense mechanism, motivational conflict. Market trends, types of trends and fads.	**10**
3	**Environmental Influences on Consumer Behavior**: Cultural Influences: Cultures, Sub-cultures, values, Indian Culture influences on customers all round globe, cross culture influences. Social Class and Economic Influences- concepts of social class, sub-class, SEC, Family Life cycle stages, AIO classification of lifestyles, Groups, types of groups & their influences on consumers. Concept of Opinion Leadership, Family decision making, BoP, Gen Z, HNI Consumers.	**10**
4	**Overview & Application of Theories**: Overview of Personality Theories, Motivational Theories, Behavioral Theories, Attitude Models. Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model Application based learning of theories with market survey analysis, mini projects, research publication or case writing.	**10**
5	**Influencing Consumer Behavior:** Concept of Influencer Marketing, Affiliated Marketing, Influencing Internal consumers. Blog/Article on Influencer Marketing Impacts on consumer behavior.	**5**

3. Learning Resources:

Suggested Book	1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition 2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill 3. Consumer Behavior, Batra, Kazmi, Excel Books 4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition 5. Consumer Behavior, Engel, Blackwell & Miniard. 6. Introduction to Consumer Behaviour by Andrea Niosi 7. We are like that only by Rama Bijapurkar, Penguin 8. The Marketing White Book, Business World

Course Code	SC-MKT-03	Course Title	Digital Marketing

Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the basic terms and concepts in Digital Marketing
CO2	Explain the various facets of Digital Marketing in a real world context.
CO3	Compare digital marketing techniques in different business situations
CO4	Apply the digital marketing concepts in given business situations.
CO5	Determine suitable digital marketing practices for given business situation.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Understanding of digital marketing concepts-** Internet marketing, digital marketing and e-business. Digital marketing Vs. non-digital (Physical Marketing) marketing Vs. Phygital Marketing. Various types of digital marketing formats and channels. Digital Marketing Environment-Digital Micro Environment- Understanding micro marketing elements in the digital marketing context i.e. Digital Macro environment in India-PESTLE Analysis. National factors, global factors, role of cyber policy and digital commerce policy, Introduction to Meta and OTT	**8**
2	**Segmentation targeting and positioning in Digital Marketing** Context marketing mix in digital marketing context, Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible,building trust, efficient and timely order processing, pricing,	9

3	**Understanding digital customer buying Consumer buying Behavior:** Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. B2 Business buying behavior: b2b e-commerce buying, b2b e-buyingplatforms e-CRM, Enhancing the customer experience, e- loyalty	9
4	**Digital Marketing techniques- I** Search Engine Marketing-Understanding concept and process, Search Engine Optimization- Understanding Concept and process. Search Engine Marketing Tools- Pay-Per Click Marketing, Google Adwords, Google Trends, Google Adsense, Google Analytics. DigitalBanners, Displays, Affiliate marketing, Influencer marketing. E-Mail Marketing- Concept and Process, Mobile Marketing-Concept andProcess	10
5	**Digital marketing Techniques II** Understanding Social Media, Social Media Marketing, Concept, Process. Social Media Marketing Techniques and Platforms on Web and mobile applications.Social Media Marketing on Facebook,YouTube, Instagram, LinkedIn. S-Commerce trends. Digital marketing Trends- Use of AI, Voice Search, Virtual Reality, Hyper Personalization, Robotics Process Automation	9

3. **Learning Resources:**

Suggested Books	1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky, 2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie 3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah
Websites	1. https://www.emarketer.com/ 2. https://digitalmarketinginstitute.com/ 3. https://www.iamai.in/
Journals:	1. Journal of internet marketing and advertising 2. International journal of electronic commerce 3. Internet Research 4. International Journal of electronic retailing and marketing 5. International Journal of Online Marketing

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Course Code	SC-MKT-04	Course Title	Sales & Distribution Management
Course Type	Specialization Core	Sessions in TT per week	03
Credit Type	Full	Total Marks	100
Credit Value	03		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define the theoretical concepts, importance, techniques and approaches required for effective designing and implementation of various aspects related to Sales and Distribution Management Domain
CO2	Examine various concepts related to Sales and Distribution Management in real life cases.
CO3	Correlate the corporate issues related to everyday challenges in sales & distribution with implementation of Sales and Distribution Management strategies.
CO4	Evaluate the upcoming changes and trends in distribution strategies followed by popular corporate brands.
CO5	Create a plan/project/case study/research work to find out the challenges, gaps and the outcomes of its strategies.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Sales Management:** Concept, Strategic role of sales management, Objective and functions of sales management, Emerging trends in Sales Management. Roles & responsibilities of Sales Manager. Impact of Technology on Personal Selling Process. Sales: ERP, Social Platforms, Introduction of Sales Force Automation Systems (SFA) and Mobile technology in sales.	10
2	**Sales Planning & Control:** Determining Sales related Marketing Policies, The Selling Process-Sales Force Management, Sales Organization; Sales Department Relations Planning, Sales Forecasting and Budgeting. Sales	10

	Control: Plan of Action for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales. Sales Audit: Concept & Process.	
3	**Fundamentals of Distribution Management**: Introduction, Need and scope of distribution management , Marketing channels strategy, Levels of channels, Functions of channel partners.	10
4	**Distribution Channel Management**: Channel Institutions: Retailing & wholesaling, Designing channel systems: Channel Intensity, Channel Design Process, Selecting Channel Partners. Channel Management: Channel Policies , Power Bases in managing channel partners, Conflict management.	10
5	**SDM and Advancements**: Role of Channel Information Systems: Elements of CIS, Designing of a CIS , Channel Performance Evaluation. Transportation, technology in logistics and SCM. Plan survey/Research/Project/Cases on Distribution Management Systems of popular corporate brands.	5

3. **Learning Resources:**

Suggested Books	1. Sales Management: Concepts, Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E, Tata McGraw Hill, Latest edition. 2. Sales and Distribution Management by Havaldar & Cavale, TMGH. 3. Sales Management by Still, Cundiff & Govani, Sandeep Puri Pearson Education. 4. Sales and Distribution Management by SL Gupta, Excel books 5. Sales and Distribution Management- Tapan K Panda, Sunil Sahadev, Oxford Higher education. 6. Sales and Distribution Management – A Nag, McGraw Hill Publication 7. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH.

Course Code	SC-MKT-05	Course Title	Services Marketing
Course Type	Specialization. Core	**Sessions in TT per week**	03
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course, the learner will be able to:**

Sr. No.	COURSE OUTCOMES (CO'S)
CO1	Recall the key concepts in services marketing
CO2	Explain the role of Extended Marketing Mix in Services
CO3	Demonstrate the new Paradigm and Perspectives in Marketing of Services

CO4	Analyze the significance of services marketing in the Indian and global economy
CO5	Evaluate Segmentation, Targeting & Positioning of Services in dynamic marketing environment

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives.	10
2	Process - Service system - Service system, Servicescape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process-Horizontally & Vertically; Variety in Service Process; Value addition in Process. People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing.	10
3	Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption Service Quality- Levels & Dimensions; Service Quality Models - ServQual, GAP Model and Critical Incident Model. Managing demand and capacity – capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior-Complaint Resolution	10
4	Bases for Segmentation of Services; Selecting Target Market & Approaches; Techniques of Positioning Services. Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value. Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges.	10
5	Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India. Applications of Service Marketing: Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, Non-Profit Organization	5

3. Learning Resources:

Suggested Text Book	1. Service Marketing Concepts Applications & Cases Mk Rampal,Sl Gupta, Galgotia Publishing Company 2. Services Marketing: People Technology Strategy, by Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8thedition (2017)

	3. Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition 4. Services Marketing: Global Editionby Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition 5. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Mcgrawhill. 6. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition 7. Services Marketing, 2nd Edition by Rao -Pearson
Weblinks:	1.https://ebooks.inflibnet.ac.in/mgmtp14/chapter/services-marketing/ 2.https://youtu.be/tv0Uw3jGCdk?feature=shared 3.https://ebooks.inflibnet.ac.in/mgmtp10/chapter/trends-in-service-marketing/ 4.https://unacademy.com/content/nta-ugc/study-material/business-and-general-awareness/brief-analysis-on-services-marketing/ 5.https://egyankosh.ac.in/bitstream/123456789/78942/3/Unit-17.pdf 6.https://www.edx.org/learn/marketing/indian-institute-of-management-bangalore-services-marketing-concepts-applications

Course Code	SC-HRM- 01	Course Title	HR Operations
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe fundamentals of HR administration, labour welfare, social security, contribution.
CO2	Understand the communication of the HR & Personnel department and welfare.
CO3	Apply the knowledge of various provisions under laws in real life examples.
CO4	Analyze the responsibility of HR through computations in achieving organizational goals.
CO5	Evaluate labour welfare, compensations, benefits and contributions through numericals.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1.	**Human Resource Administration:** Definition, nature, scope, objectives, structure of personnel department, Drafting communication: Appointment, promotion, transfer, appreciation letter, notices and circulars. Disciplinary Communications: Drafting of memo, warning, show cause, charge sheet, suspension, Inquiry procedure correspondence, termination and dismissal, reinstatement in service.	7
2.	**Computation for Labour Welfare:** The Payment of Bonus Act, 1965 – Definition of Bonus, applicability, eligibility, minimum, maximum, Set- on and Set-off, disqualification of bonus, Schedules, Amendments till date. Practical execution of Set On and Set off based on Schedule, Calculation of Max. and Min. Bonus under different circumstances. The Payment of Gratuity Act 1972 – Definition of Gratuity, applicability, eligibility, minimum service condition, maximum limit, calculation of gratuity in case of retirement, resignation, death and disablement. Amendments till date.	10
3.	**Computation under Social Security Laws:** The Employee's Provident Fund and Miscellaneous Provisions Act, 1952 – Contribution, rate of contribution of Employer and Employee, administrative charges, interests and penalties. Amendments till date. Study of EPFO website, online procedure for opening of account, UAN and required documents, member passbook, loyalty cum life benefit. PF calculations and various Forms, and withdrawals.	10
4.	**Computation of Compensation:** The Workmen's Compensation Act 1923 – Definition, Permanent, Partial, Total Disablement arising out of and in the course of employment, theory of notional extension, Amendments till date.Calculation of compensation in case of death and disability.	9
5.	**Computation of Contributions & benefits:** The Employees' State Insurance Act, 1948 – Contributions, all 6 benefits, and applicability, Amendments till date. Calculations related to benefits, calculations for payment of compensation. Study ESIC website.	9

Note: Practical learning through Solving numericals, Browsing websites and Case studies.

3. **Learning Resources:**

Suggested Books	1.Personnel Management – C B Mamoria 2. Employee Relations Management-P N Singh, Pearson Publications. 3. Dynamics of Industrial Relations–Mamoria, Himalaya Publishing House 4. Industrial Relations: Emerging Paradigms, BD Singh, Excel Books, 2004 Edition 5. Guide on Labour Management forms and precedents (Law, Practice and Procedure) – S D Puri (Snow white publication) 6. Bare Acts

Video links	1. What is HR Operations https://www.youtube.com/watch?v=NyTZPlsdsh0 2. HR Masterclass | HR trends and strategies for 2023 https://www.youtube.com/watch?v=FXOlJUuE2F4
Websites	1. https://www.epfindia.gov.in/site_en/index.php 2. https://passbook.epfindia.gov.in/MemberPassBook/login 3. https://www.esic.gov.in/ 4. https://clc.gov.in/clc/sites/default/files/PaymentofGratuityAct.pdf

Course Code	SC-HRM-02	Course Title	Employee Relations and Industrial Relations
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Understand the historical development of industrial relations.
CO2	Identify the key legal frameworks governing employee relations and industrial disputes
CO3	Evaluate the role of trade unions and collective bargaining in fostering positive workplace relations.
CO4	Analyze the impact of globalization, technological change, and economic policies on employee relations
CO5	Enhance critical thinking and problem-solving skills to address contemporary issues in industrial relations

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions

1	**Introduction to Industrial Relations** Historical data & Evolution of Industrial Relations in India, Approaches to Industrial Relations, Industrialization Strategy and Industrial Relations, Human Resource Management and Industrial Relations	10
2.	**Trade Unions** Theoretical Foundations and Legal Framework, Structures & Management of Trade Unions in India, Tripartism and Social Dialogue, Negotiations & collective settlements in digital era	9
3.	**Industrial Disputes** Concepts , Nature & causes of Industrial Disputes, Classification and Impact of Industrial Disputes, Dispute Resolution and Industrial Harmony, Grievance Handling Procedure, Labour Administration and Social Security, Workers' Participation in Management.	9
4.	**Contemporary Issues in Industrial Relations** Employee Participation and Labour Management, Alignment Labour Policy with Economic Policies and Industrialization Strategies, Industrial Relations and Technological Change	9
5.	**Management of Industrial Relations in the 21st Century** India and International Labour Standards, New Paradigms of Industrial Relations, Globalization and its impact on Industrial Relations	8

3. **Learning Resources:**

Suggested Books	1. Employee Relations Management: by D P Sahoo
	2. Industrial and Labour Laws, S. P. Jain
	3. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication
	4. Introduction of Labour and Industrial Laws, Avatar Singh
	5. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand
Web Resources	1. Employee Relations and Labour Laws Revision https://www.youtube.com/watch?v=Y1iwdopRBUo
	2. Factories Act, 1948 | Labour Laws | Industrial Relations https://www.youtube.com/watch?v=5XabB8GHSDk
	3. Maternity Benefit Act, 1961 & Code on Social Security 2020 | Labour laws https://www.youtube.com/watch?v=t3rq5thqh1M

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[CGPA-3.32] in Cycle 1

	4. Occupational Safety, Health and Working Conditions Code 2020 | Labour laws | Industrial Relations https://www.youtube.com/watch?v=fcllsIPKjwo&list=PLpuxPG4TUOR4DR5S8Rjdjx_wwzgqSaXHh

Course Code	SC-HRM-03	Course Title	HRIS
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the key terms involved in the Human Resource information system.
CO2	Summarize the steps in designing HRIS.
CO3	Articulate the role of HRIS in companies.
CO4	Analyze the tools in HRIS development.
CO5	Facilitate future trends of HRIS.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	Introduction to Computer Based Information Systems: TPS/ MIS/ EIS/ ES/ DSS/ OA; Benefits and challenges of HRIS adoption; Strategic alignment of HRIS with business objectives.	9
2	Core HRIS Functionalities: HR data management and recordkeeping, Talent acquisition and onboarding, Training and development management, Performance management and feedback, Compensation and benefits administration, Workforce analytics and reporting.	9

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3	HRIS Selection and Implementation: Needs Assessment and Vendor Selection, Identifying HR challenges and aligning with HRIS solutions, Evaluating HRIS vendors based on functionality, cost, and security, Request for Proposal (RFP) development and vendor selection process.	9
4	Tools in HRIS development for analysis: BambooHR, Workday, Namely.	9
5	Emerging Trends in HRIS: Generative AI, HR Tech.	9

3. Learning Resources:

Suggested Text Book	1. Rampton, G. M., Turnbull, I. J., & Doran, J. A. (1999). Human Resource Management Systems: A Practical Approach (2nd ed.). Carswell Legal Publications Ceriello, V. R., & Freeman, C. (1998). 2. Human Resource Management Systems: Strategies, Tactics, and Techniques. San Francisco, Calif: Jossey-Bass Publishers, Pfeiffer & Company. / New York: Lexington Books. Haag, S., 3. Cummings, M. & Dawkins, J.P. (2007) Management information Systems for the Information Age U.S.A.: McGraw-Hill 4. Kavanagh and Thite.(2008), Human Resource Information Systems: Basic, Applications, and Future Directions, Sage Publications ISBN: 9781412944564 Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). 5. Human Resource Information Systems: Development and Application. Boston, Mass: PWS-Kent Publishing Company. Lederer, A. L. (Ed.). (1993). 6. Handbook of Human Resource Information Systems. New York: Warren, Gorham and Lamont. 7. Human Resource Information Systems-Basics, Application, Future and Direction by Michael Kavanagh and Mohan Thite, Richard D Johnson, Sage. 8. Human Resource Information System by P.K.Gupta and Sushil Chaabra
Cases	1. GHCL Case Study: https://vspl-docs.sgp1.cdn.digitaloceanspaces.com/DownloadDocuments/GHCL-Case-Study.pdf 2. Cycle Agarbatti Case Study: https://vspl-docs.sgp1.digitaloceanspaces.com/Case-Study/Cycle-Agarbatti/Cycle-Agarbatti-Case-Study.pdf
Websites	1. https://www.sap.com/india/products/hcm/employee-central-hris/what-is-hris.html 2. https://peoplemanagingpeople.com/tools/hris-human-resources-information-system/ 3. https://www.forbes.com/advisor/business/software/hris-systems/ 4. https://www.techopedia.com/definition/138/human-resources-information-system-hris

Videos	1. https://www.youtube.com/watch?v=Y72bRzL-bHU
	2. https://www.youtube.com/watch?v=h9k7WuahP_c
	5. https://www.sap.com/india/assetdetail/2023/01/a0244d63-5c7e-0010-bca6-c68f7e60039b.html
	6. https://www.youtube.com/playlist?list=PLDkQjjpofKjCo_s_ltDTk2OIv03n95kj7
	7. https://www.youtube.com/watch?v=l72OBmoVGf4

Course Code	SC- HRM-04	Course Title	Compensation & Benefits Management
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe concept of compensation and benefits
CO2	Understand compensation and reward management process
CO3	Compare issues related to compensation and survey of wages & salary administration in various industries
CO4	Experiment to calculate various types of monetary and profit-sharing incentives
CO5	Formulate salary structure incorporating tax-saving components.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Compensation Management:** Concept of compensation & Reward, Concept of total reward system, New trends in compensation	10

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	management, Compensation structure, the role of compensation and rewards in modern organizations **Employee Benefits Management:** Components- Legally required Benefits**,** Benefits Administration–Employee Benefits and Employee Services**,** Designing and Planning Benefit Program **-** Totally Integrated Employee Benefit Program	
2	**Designing Compensation System:** Building an internally consistent Compensation System**,** Creating Internal Equity through Job Analysis and Job Valuation**,** Building Market Competitive Compensation System**,** Compensation Surveys **-**Integrating Internal Job Structure with External Market Pay Rates**,** Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure**,** Designing Pay for Knowledge Program.	10
3	**Incentives, reward system & pay restructuring**: Meaning and determinants of incentives, Types & forms of profit sharing & cafeteria-style compensation, Incentive calculation process, possible inputs, and outputs of incentive process, preparation of payroll/wage sheets incorporating incentive payments, disbursement, and internal checks, , Designing salary structures for startup organizations incorporating rewards and incentives.	10
4	**Tax planning and Payroll components**: Income from salaries, deductions from salaries, the meaning of salary for different purposes, perquisites , Value of rent-free accommodation. Tax planning and pay structure of today and tomorrow (old & new regime). Income Tax E -Portal, Annual Information Statement (AIS), Form 26 AS, Form 16 A & B.	10
5	**Comparisons of compensation surveys in various industries:** Issues related to compensation and survey of wages & salary administration in the manufacturing industry, banking & service sector, IT & ITES industry and infrastructure industry.	5

3. **Learning Resources:**

Suggested Books	1. Compensation & Reward Management, BD Singh, Excel Books 2. Compensation, Milkovich & Newman, Tata McGraw Hill 3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education **4.** Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education **5.** Compensation Management, Er Soni Shyam Singh, Excel Books. Websites: www.vtu.ac.in

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Course Code	SC-HRM-05	Course Title	Strategic Human Resource Management
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full Credit	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

Sr. No.	Particulars
CO1	Remember the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international contexts.
CO2	Understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO3	Analyze HR as an investment to the company.
CO4	Interpret and Evaluate the implementation of HR strategies.
CO5	Formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision-making.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Strategic Human Resource Management**: Definition and objectives of SHRM, Evolution of SHRM, Strategic Fit, Types of HR strategies, Linking HR strategies to business strategies	10
2	**Components of SHRM**: Human Capital Management, Valuation of human resources in a strategic level, HR cost, Investments in HR, Formulation of HR strategies, Strategic HR vs traditional HR, HRM in the knowledge economy, Challenges and issues in the implementation of HR strategies in the Indian context.	10
3	**Strategic Human Resource Management Issues**: Employee engagement, Investment in Training and Development, learning organization, Skill-based pay, Variable pay, HR outsourcing, Factors driving the need to outsource, Stages of outsourcing, Understanding retrenchment and redundancy, Cross-cultural management & workforce diversity.	10
4	**Specific HR strategies**: Talent Management strategies, Career Planning and succession planning, Compensation and reward strategies, Employee engagement strategies	5
5	**Global Dimensions to HR strategy:** SHRM in international context, Global competitive advantage, Issues and challenges in SHRM, cross cultural management- developing cross-cultural sensitivity, OCTAPACE, Global business ethics	10

3. Learning Resources:

Suggested Books	Strategic Human Resource Management, (Agrawal, Tanuja), Oxford University Press Strategic Human Resource Management- A General Managerial Approach, (Greer, Charles P.), Pearson Publications, Second Edition Strategic Human Resource Management, (Mello, Jeffrey A.), Thomson Publications, Second Edition Human Resource Management- Text and Cases, (Pande, Sharan; Basak, Swapnalekha), Pearson Publication Global Resource Management, (Bedi, S.P.S; Kishore, Minakshi), Wisdom Publications, 2007 Edition International Human Resource Management, (Dowling, Peter J.; Welch, Denice E.), 4th Edition
Journals	Journal of Strategic Human Resource Management International Journal of Human Resource Management Human Resource Management Journal
Weblinks	www.shrmindia.org www.peoplematters.com

Course Code	SC-BA- 01	**Course Title**	**Big Data Analytics**
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize big data analytics concepts.
CO2	Understand the core principles and essential ideas of big data analytics
CO3	Apply to utilize existing frameworks to handle big data for analytical purposes.
CO4	Analyze and apply the MapReduce paradigm to solve data-intensive tasks
CO5	Demonstrate and create new knowledge through applying and adapting big data.

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1. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Big Data** Introduction and its importance to Big Data, Big Data characteristics, types of Big Data, Traditional vs. Big Data business approach, Big Data Challenges, Examples of Big Data in Real Life, Big Data Applications. Types of Data: Data formats, sources & their semantics, processing & storage options on Cloud. Use of serverless to get started (e.g. Google Cloud Functions)	9
2	**Introduction to Big Data Frameworks** Intro to Big Data Engineering: Hadoop and PySpark , ELT: ETL, processing patterns for large data, ETL vs ELT, role of a scheduler, SQL & NoSQL: For most analysis tasks, SQL is sufficient. Tools like Spark SQL allow that familiarity to translate to big data solutions. Types of NoSQL, evolution, best-of-fit options.	9
3.	**MapReduce Paradigm** Introduction to MapReduce , Using MapReduce ,Illustrating use of MapReduce with use of real life databases and applications	9
4	**Mining Big Data Streams** Streaming: Overview, Fundamental Concepts, Walkthrough of Google Pub/Sub & Google DataFlow as example technologies, Streaming: Kafka as another example of message queue technology & Spark Streaming	9
5	**Big Data Mining Algorithms & Applications** Big Data ML: DataProc with ML - including Spark ML (Batch processing) , Deep Learning with big data on cloud	9

2. Learning Resources:

Suggested Books	
	1. Anand Rajaraman and Jeff Ullman "Mining of Massive Datasets", Cambridge University Press
	2. Alex Holmes "Hadoop in Practice", Manning Press, Dreamtech Press.
	3. Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Bart Baesens , WILEY Big Data Series

	4. Big Data Analytics with R and Hadoop by Vignesh Prajapati Paperback, Packt Publishing Limited
	5. Chris Eaton, Dirk Deroos et al. , "Understanding Big data ", McGraw Hill, 2012
Video Links	1. Big Data Analytics | What Is Big Data Analytics? | Big Data Analytics For Beginners https://www.youtube.com/watch?v=bY6ZzQmtOzk
	2. Big Data Analytics in Hindi | Definition | Challenges https://www.youtube.com/watch?v=PZDqnoLXv_E
	3. Data Analytics FULL Course for Beginners to Pro in 29 HOURS - 2024 Edition https://www.youtube.com/watch?v=VaSjiJMrq24

Course Code	SC-BA- 02	**Course Title**	Health Care Analytics
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Understand the drivers for healthcare transformation and the role of data analytics in a data-driven healthcare system
CO2	Identify and define key quality metrics and performance measurement frameworks used in healthcare
CO3	Analyze and compare healthcare delivery systems using data-driven methods
CO4	Evaluate the impact of healthcare analytics on decision-making.
CO5	Creating data-driven recommendations to improve healthcare operations and outcomes

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Healthcare Analytics** Types of healthcare data, Electronic Health Records (EHR) roles, Biomedical image analysis, Basic Techniques for Healthcare Data Analytics, Advanced Techniques for Healthcare Analytics, Applications of Healthcare Analytics, Future of Healthcare Analytics. Big Data in Healthcare	10
2.	**Foundational Data Analysis Techniques** Data Cleaning and Preprocessing Techniques, Descriptive Statistics and Data Visualization for Healthcare Data, Statistical Modeling for Healthcare Analytics: Hypothesis Testing & Regression Analysis, Predictive Analytics in Healthcare, Data Mining Techniques for Healthcare Research	10
3.	**Social Media Analytics for Healthcare** Disease outbreak detection and tracking, Syndromic surveillance systems,Public health research trends, Sentiment analysis, Search queries and website access logs Social media platforms (Twitter, blogs), Online doctor and patient communities Legal and ethical considerations in using social media data for healthcare	10
4.	**Visual Analytics for Healthcare:** Visualizations for Healthcare Data, Clinical Data Exploration, Disease Pattern Recognition, Healthcare Decision Support,Communication of Healthcare Insights,Human-Computer Interaction (HCI) in Healthcare,Big Data Visualization for Healthcare	9
5.	**Fraud Detection in Healthcare** Understanding Fraud in the Healthcare System, Definition and Types of Healthcare Fraud, Identifying Healthcare Fraud from Data Ethical Considerations in Healthcare Data Analytics: Data privacy and security concerns in healthcare ,Ethical considerations in using patient data, Regulatory compliance in healthcare data analysis	6

3. **Learning Resources:**

Suggested Books	
	1. Healthcare Management and Administration, S.L. Goel, Deep & Deep Publications Pvt. Ltd. New Delhi
	2. Industrial and Labour Laws, S. P. Jain
	3. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication

4. Introduction of Labour and Industrial Laws, Avatar Singh
5. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand

Course Code	SC-BA-03	Course Title	Digital Marketing
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

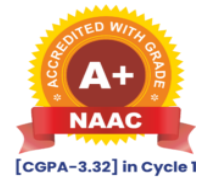| CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the basic terms and concepts in Digital Marketing
CO2	Explain the various facets of Digital Marketing in a real world context.
CO3	Compare digital marketing techniques in different business situations
CO4	Apply the digital marketing concepts in given business situations.
CO5	Determine suitable digital marketing practices for given business situation.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Understanding of digital marketing concepts-** Internet marketing, digital marketing and e-business. Digital marketing Vs. non-digital (Physical Marketing) marketing Vs. Phygital Marketing. Various types of digital marketing formats and channels. Digital Marketing Environment-Digital Micro Environment- Understanding micro marketing elements in the digital marketing context i.e. Digital Macro environment in India-PESTLE Analysis. National factors, global factors, role of cyber policy and digital commerce policy, Introduction to Meta and OTT	**8**

2	**Segmentation targeting and positioning in Digital Marketing** Context marketing mix in digital marketing context, Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible,building trust, efficient and timely order processing, pricing,	9
3	**Understanding digital customer buying Consumer buying Behavior:** Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. B2 Business buying behavior: b2b e-commerce buying, b2b e-buyingplatforms e-CRM, Enhancing the customer experience, e- loyalty	**9**
4	**Digital Marketing techniques- I** Search Engine Marketing-Understanding concept and process, Search Engine Optimization- Understanding Concept and process. Search Engine Marketing Tools- Pay-Per Click Marketing, Google Adwords, Google Trends, Google Adsense, Google Analytics. DigitalBanners, Displays, Affiliate marketing, Influencer marketing. E-Mail Marketing- Concept and Process, Mobile Marketing-Concept andProcess	**10**
5	**Digital marketing Techniques II** Understanding Social Media, Social Media Marketing, Concept, Process. Social Media Marketing Techniques and Platforms on Web and mobile applications.Social Media Marketing on Facebook,YouTube, Instagram, LinkedIn. S-Commerce trends. Digital marketing Trends- Use of AI, Voice Search, Virtual Reality, Hyper Personalization, Robotics Process Automation	**9**

3. Learning Resources:

Suggested Books	1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky, 2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie 3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah
Websites	1. https://www.emarketer.com/ 2. https://digitalmarketinginstitute.com/ 3. https://www.iamai.in/
Journals:	1. Journal of internet marketing and advertising 2. International journal of electronic commerce 3. Internet Research 4. International Journal of electronic retailing and marketing 5. International Journal of Online Marketing

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[CGPA-3.32] in Cycle 1

Course Code	SC-BA-04	Course Title	Supply Chain Analytics
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Explain the basic concepts of Supply Chain Analytics (SCA)
CO2	Apply and illustrate the concepts of SCA used in various functions
CO3	Compare and criticize various situations of Network Planning in SCA
CO4	Develop simulation models of SCA
CO5	Design models for various applications.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	Introduction to Supply Chain Analytics – Meaning and importance, Concepts of Descriptive, Prescriptive and Predictive Analytics in various fields of supply chain management, Understanding of Data and its role in Analytics	5
2	Applications of Supply Chain Analytics – Inventory Management, Procurement Management, Production Management, Sales and Operation Planning, Transportation Management, Risk Management (Examples of each to be discussed), Emerging trends and future of supply chain analytics (AI/ML/ Big Data)	8
3	Network Planning in a Supply Chain – Concept of Network Planning, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization , Concept of 3PL/4PL /5PL in a Supply Chain, Case Studies of Logistics Service Providers	10
4	Simulation for Supply Chain Analysis -	10

	Basics of Simulation, Technical entities of Simulation Tools, Simulation Paradigms, Simulation of Supply Chain Problems (Application based), Simulation and Optimization (Application Based)	
5	Supply Chain Modelling - Introduction to Modeling, Approaches for Optimization and Simulation, Modelling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling, Transportation problems in Supply Chains, Case studies of Retail Supply Chain or Demand Forecasting examples., Case Studies on Best Practices in Supply Chain through Analytics, Designing of Online and Omni-Channel Supply Chains	12

3. Learning Resources:

Suggested Book	1. Supply Chain Analytics by T.A.S. Vijayaraghavan 2. Supply Chain Analytics: Strategies, Models and Solutions by Rabindranath Bhattacharya and Anindita Maitra Bhattacharyya
Reference Books	1. Rahul Saxena • Anand Srinivasan, Business Analytics 2. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008. 3. Towards Supply Chain Risk Analytics - Iris Heckmann 4. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning 5. Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain by Michael Watson, Sara Lewis, Peter Cacciopi, Jay Jayaraman. 1st Edition. ISBN: 0133017370 6. Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra and Peter Meindl, Prentice Hall; 6th Edition (2015). ISBN: 0133800202

Course Code	SC-BA-05	**Course Title**	Python
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO	Course Outcoms
CO1	Understand why Python is a useful scripting language for developers
CO2	Memorize the concepts of python libraries to create applications.
CO3	Apply the concepts of Object Oriented Programming and file operations.
CO4	Implement the Exception Handling and Multithreading
CO5	Execute CRUD operations on MySQL / MongoDB database.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction** 1.1 Data Types and Operators 1.2 Python Object Types-Number, Strings, Lists, Dictionaries, Tuples , List Comprehension 1.3 Python blocks, Program Flow Control, Conditional blocks using if, else and elif, For loop, while loops using pass, continue, break and else 1.4 File Operation: Read functions: read(), readline() and readlines(); Write functions: write() and writelines(); Manipulating file pointer using seek. 1.5. Regular Expressions	10
2	**Object Oriented Programming** 2.1 Concept of class, object, method call, Accessing class members outside the class 2.2 Setter and Getter Methods 2.3 Constructor and destructors 2.4 Inheritance, super class and overloading operators 2.5 Static and class methods 2.6 Delegation and container	10
3	**Python Functions, Modules & Packages** 3.1 Function Basics-Scope, nested function, non-local statements, built-in functions, Arguments Passing, Anonymous Function: lambda 3.2 Decorators and Generators 3.3 Module basic usage, namespaces, reloading modules. – math, random, datetime, map, filter, reduce 3.4 Package: import basics, namespace packages and user defined modules and packages, asyncio, Introduction to FastAPI	10
4	**Introduction to Python Libraries** 4.1 NumPy: Arrays, Scalars, Universal Array	10

	functions	
	4.2 Pandas: Series and DataFrames, Missing Data, Drop Entry, Selecting Entries, Data Alignment, Rank and Sort	
	4.3 Matplotlib: Data Visualization Tools-line plot, bar chart, pie chart, scatter plot and histogram	
5	**Exception Handling, Multithreading**	5
	6.1. Exception Handling: try, except, finally, raise	
	6.2. Multithreading	
	6.3. Synchronizing the threads: sleep(), join()	

3. Learning Resources:

Suggested Text Book	1. Python: The Complete Reference by Martin C. Brown 2. Python Data Analytics: With Pandas, NumPy, and Matplotlib 2nd ed. Edition by Fabio Nelli 3. Introduction to Python Programming, By Gowrishankar S, CRC Press
Websites	1. https://www.python.org/about/gettingstarted/ 2. https://www.w3schools.com/python/python_intro.asp 3. https://realpython.com/async-io-python/ 4. https://www.tutorialspoint.com/fastapi/fastapi_introduction.htm 5. https://www.geeksforgeeks.org/python-sqlite/

Course Code	GC 07	Course Title	Management Paradigms from Bhagavad Gita
Course Type	Generic Compulsory	Sessions in TT per week	2
Credit Type	Half	Total Marks	50
Credit Value	2		
Credit Pattern (LTP)	2:0:0		

1. Course Outcomes: On successful completion of course the learner will be able to -

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize Bhagavad Gita's teachings on self-knowledge, duty, and leadership
CO2	Understand IKS through the Bhagavad Gita and exploring its relevance for modern management.
CO3	Apply the management principles derived from the Bhagavad Gita to real-life scenarios.
CO4	Analyze the application of IKS principles in areas of business ethics, leadership.

CO5	Develop a deeper appreciation for the indigenous wisdom of India IKS

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Perspectives on Self-Management on Life and Society** An introduction to Bhagavad Gita & its relevance. Relevance of Ancient Indian Wisdom for contemporary society. Mind as a key player in an individual development. Perspectives on Sustainability.	10
2	**Spirituality in Business and Workplace** Spirituality in Business. The notion of Spirituality. Shaping the personality through Trigunas, Values.	10
3	**Perspectives on Leadership and Work** Failed Leadership: Causes & Concerns, Law of Conservation of Divinity, Leadership Perspectives in the Gita, Role of Yoga in addressing stress & burnout of managers.	10

3. Learning Resources:

Suggested Book	1. Bhagvad Gita with Meaning (English). A. C. Bhaktivedanta Swami Prabhupāda, The Bhaktivedanta Book Trust 2. Bhagavad-gita: As It Is, A. C. Bhaktivedanta Swami Prabhupāda, A. C. Bhaktivedanta… BBT Publishing 3. Sarth Bhagavad Gita, Gita Press. 4. Management in Bhagavad Gita, Dr Ashutosh Narayan Misal , A1VIEW publisher. 5. GITA: Spirituality for Leadership & Success, Pranay, Fingerprint! Publishing. 6. The Gita and Management Swami BodhanandaSwami Bodhananda Srishti Publishers.
Videos	1. Bhagwat Geeta in English | Chapter 1 to 9 with Narration | HG Gaurmandal Das https://www.youtube.com/watch?v=w0hAAhtDUCk 2. Bhagwat Geeta in English | Chapter 10 to 18 with Narration https://www.youtube.com/watch?v=_ZWAM0PpGBc 3. TRUE Understanding Of The Bhagavad Gita - @KeshavaSwami https://www.youtube.com/watch?v=4h9A7-rPlSQ

	4. Modern Tools That Decode Mahabharata & Ramayana	Nilesh Nilkanth Oak https://www.youtube.com/watch?v=LHLaP7g1SaA

Course Code	GC 08	Course Title	Business Laws
Course Type	Generic Compulsory	**Sessions in TT per week**	2
Credit Type	Half Credit	**Total Marks**	50
Credit Value	2		
Credit Pattern (LTP)	2:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Recognise the meaning, importance of terms under each act and definitions.
CO2	Understand legal concepts and their compliance with provisions.
CO3	Apply legal principles effectively to real-world business scenarios through engaging case studies.
CO4	Analyze the effect of provisions in the real field through cases.
CO5	Detecting application of provisions of Acts through cases.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Singing of Bonds as contract while joining.	**10**
2	Sale of Goods Act, 1930: Definition of Goods, Contract of sale of goods, Types of Goods, Conditions & warranties, Transfer of property or ownership,	**10**

	Performance of the Contract of Sale, Caveat Emptor, Rights of unpaid seller, Sale by Auction.	
	Protection of Women from Sexual Harassment (POSH) Act, 2013: Objectives, Definitions of sexual harassment, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Prevention and Prohibition, Request for Conciliation, Constitution of Internal Complaints Committee (ICC), Duties of Employers, complaint mechanism, Penalties, Other Initiatives Related to Women's Safety: UJJAWALA, SWADHAR Greh, Nari Shakti Puruskar.	
	The Consumer Protection Act, 2019: Unfair & Restrictive Trade Practices, Six rights of Consumer, Dispute Redressal Forums – District, State & National Forum, Jurisdiction, Powers, New Amendments.	
3	The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, Formation and incorporation, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Prospectus, Share capital & Debentures, Acceptance of deposits, Appointment, duties of directors including woman Director. Doctrine of Ultra Vires, Companies (Amendment) Bill, 2020, Various provisions of the Amendment Act effective from 21-12-2020, 22-1-2021, 11-2-2021, 18-3-2021, 24-3-2021, 1-9-2021 and 1-7-2022	**10**

Note: Practical learning based on studying various Agreements, bonds, visit to Consumer court, Civil court, Case studies.

3. **Learning Resources:**

Suggested Books	1. Legal Aspects of Business, V Balachandran, TMH Publication. 2. Business Law, Ashok Sharma, V.K. Global Publication. 3. Business Laws: Das & Roy, Oxford University Press 4. Elements of Mercantile Law, N. D. Kappor, Sultan Chand Publication. 5. Business Law- S K Matta, Geetika Matta, Vrinda Publications (P) Ltd 6. Business Law- Tejpal Singh, Pearson Publication
Video Links	1. Indian Contract Act 1872 In Business Law https://www.youtube.com/watch?v=FZNvf02vwyQ 2. Sale of Goods Act 1930 Complete Chapter	Business Law https://www.youtube.com/watch?v=IsPBoy4TlFw 3. New Guidelines in Sexual Harassment Cases	Latest Supreme Court Judgement https://www.youtube.com/watch?v=iDDEVriwtpM 4. Case Law Behind POSH Act	Apoorva Purohit	Linking Laws https://www.youtube.com/watch?v=YpALsIr_NWc 5. Webinar on The Consumer Protection Act, 2019: Its Implications on Consumers & Corporates https://www.youtube.com/watch?v=qPkQHmkkIPI 6. Jago Grahak Jago https://www.youtube.com/watch?v=pTCr9wGJ4NQ, https://www.youtube.com/watch?v=6iW9zYPazus, https://www.youtube.com/watch?v=0fnQV-0N15Y

	7. The Companies Act, 2013 Basic Concept Conceptual Session Anoop Upadhyay https://www.youtube.com/watch?v=BZ-R43ECcqc
Websites	1. www.vakilno1.com 2. www.indiankanoon.org 3. www.sebi.gov.in/ 4. www.companylawonline.com 5. www.claonline.in

Course Code	GC 09	Course Title	Cases In Management
Course Type	Generic Compulsory	**Sessions in TT per week**	2
Credit Type	Half	**Total Marks**	50
Credit Value	2		
Credit Pattern (LTP)	2:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Gain a comprehensive understanding of the core business functions.
CO2	Explore and Recognize basic elements of business, issues related to business.
CO3	Critically analyze the application of modern techniques to the business.
CO4	Develop positive and productive economic, social, financial environment for the business
CO5	Evaluate the integration of strategies and exercises to improve overall business development

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Case I:** The Yes Bank Crisis	**10**
2.	**Case II:** Satyam scam of corporate governance	**10**

3.	**Case III:** Social media competitive analysis and text mining: A case study in the pizza industry	**10**

*cases will be considered as per the current situation of the business economy.

Semester IV

Course Code	GM 14	Course Title	Enterprise Performance Management
Course Type	General Management	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Retrieve the different parameters & facets of management control of an enterprise.
CO2	Annotate the applicability of various tools and metrics as performance evaluation & management tools.
CO3	Display the numerous techniques of measuring varied sectors.
CO4	Correlate the key financial & non-financial attributes to evaluate sectors.
CO5	Assess the various parameters of enterprise performance effectively through implementation of Audit.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Performance Management:** Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. Cybernetic Paradigm of Gris singer. Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage. **Financial Performance Parameters:** Financial Performance – Responsibility Accounting –Concept of Responsibility Center Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont	11

	analysis (**Numericals expected**) Limitations of Financial Measures (Current Industry Financial Performance Parameters)	
2	**Non-Financial Performance Parameters:** Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. (Current Industry Non-Financial Performance Parameters) Measuring SBU Level Performance: Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence. Objectives and need of Transfer pricing – Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing-Administration (**Numericals / Cases expected**)	8
3	**Performance Evaluation Parameters I :** Performance Evaluation Parameters of Manufacturing Sector, Projects, Retail, E-commerce (**Cases Expected**)	10
4	**Performance Evaluation Parameters II :** Performance Evaluation Parameters of Banks, Service Sector and Non-Profit organization **(Cases Expected)**	10
5	**Introduction to Audit Function** as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives Cases on Audit Report	6

3. **Learning Resources:**

Suggested Text Book	1.Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd. 2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication. 3. Retailing Management by Swapna Pradhan, TMGH. 4.Project Management by K.Nagarajan, New Age International Publications. 5. Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI. 6. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. 7. Financial Management by Prasanna Chandra, TMGH. 8. E business: A Canadian perspective for a Networked World , Gerald Trites, Efrim Boritz Pearson.
Web Links	1. https://www.youtube.com/watch?v=D1zUOAGNaOI 2. https://www.researchgate.net/publication/2513218 3. https://www.researchgate.net/publication/350993857 4. https://www.researchgate.net/publication/250287399

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Course Code	SC-FIN- 06	Course Title	Mergers, Acquisition & corporate restructuring
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Explain key M&A terminology and differentiate various transaction types.
CO2	Understand the distinctions between friendly vs. hostile takeovers, stock vs. cash acquisitions, and other M&A structures.
CO3	Analyze the purpose and effectiveness of different methods employed by companies to resist unwanted takeovers.
CO4	Critically assess the advantages and disadvantages of using discounted cash flow (DCF) and relative valuation methods for M&A deals.
CO5	Develop a business acquisition plan.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Mergers and Acquisition Environment:** Introduction to Mergers, Acquisitions, and Other Restructuring Activities, The Corporate Takeover Market: Common Takeover Tactics, Anti-Takeover Defenses, and Corporate Governance	7
2	**The Mergers and Acquisitions Process:** Planning, Developing Business and Acquisition Plans, Implementation: Search through Closing, Post-closing Integration	8
3	**Merger and Acquisition Valuation and Modeling:** Merger and Acquisition Cash Flow Valuation Basics, Relative Valuation Basics, Applying Financial Models to Value, Structure, and Negotiate Mergers and Acquisitions	10

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4	**Deal Structuring and Financing Strategies:** Structuring the Deal: Payment and Legal Considerations, Structuring the Deal: Accounting Considerations, Financing the Deal	**10**
5	**Alternative Business and Restructuring Strategies:** Business Alliances: Joint Ventures, Partnerships, and Strategic Alliances Alternative Exit and Restructuring Strategies: Divestitures, Spin-offs. Cases studies on merger acquisition and corporate restructuring	**10**

Numerical Problems:

1. Calculate the enterprise value of a target company using the Discounted Cash Flow (DCF) method, given projected cash flows and discount rate.
2. Compare the valuation of two companies using the Comparable Company Analysis (CCA) method, given relevant multiples (P/E, EV/EBITDA, etc.).
3. Determine the implied purchase price per share in an acquisition using the Exchange Ratio Method, given the offer price and number of shares exchanged.
4. Perform sensitivity analysis on key assumptions (growth rate, discount rate, etc.) to assess the impact on the valuation of a target company.

3. **Learning Resources:**

Suggested Books	1. Mergers, Acquisitions, and Corporate Restructurings, 7th Edition by Patrick McLaughlin 2. Mergers, Acquisitions & Corporate Restructuring: Text and Cases by Hugh Makinson 3. Taxmann's Mergers Acquisitions & Corporate Restructuring | Strategies & Practices by Rabi Narayan Kar et al. 4. Mergers, Acquisitions and Corporate Restructuring by S Chand Publishing
Case Study	1. Beam Suntory: Striving for Optimal Post-Acquisition Integration By: Wiboon Kittilaksanawong; Kendall Marin Wyckoff https://hbsp.harvard.edu/product/W17681-PDF-ENG?Ntt=Mergers%2C%20Acquisition%20%26%20corporate%20restructuring 2. Grupo SMU: A Challenging Corporate Restructuring Process By: Francisco Sanchez; Juan Pablo Torres https://hbsp.harvard.edu/search?N=&Nrpp=25&Ntt=corporate+restructuring&action=&searchLocation=header&activeTab=products

Course Code	SC-FIN-07	Course Title	Financial Analytics
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Remember the key concepts of financial analytics.
CO2	Understand the various aspects of financial analytics.
CO3	Application of financial data analysis models to data for business decisions.
CO4	Analyze financial data using different models.
CO5	Evaluate the Risk on various financial assets.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Financial Analytics:** Definition, relevance and scope financial Analytics, recent trends in financial analytics	**4**
2	**Financial Time Series**: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time Series, Econometrics	**10**
3	**Asset Portfolio Models:** Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization	**11**
4	**High-Frequency Data Analysis:** Non synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models	**10**
5	**Derivative Pricing:** Issues regarding derivative markets, Brownian motion, Black - Sholes model. Modelling derivative prices	**10**

*Basics of R is required

3. Learning Resources:

Suggested Books	1. Argimiro Arratia (2014), "Computational Finance An Introductory Course with R", Atlantis Press 2. David Ruppert (2011),"Statistics and Data Analysis for Financial Engineering", Springer. 3. John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), "The Econometrics of Financial Markets", Princeton University Press
Website links	1. http://www.nseindia.com/learn/financial-data-analytics-machine-learning 2. https://www.ajnifm.ac.in/ 3. https://www.iibf.org.in/ELearning.asp
Case Study	1. Financial Analytics Toolkit: Financial Statement Forecasting By Marc Lipson 2. Financial Analytics Toolkit: Ratio Analysis By Marc Lipson 3. Lucas Wang: Stop-Loss Strategy By Hubert Pun; Hongmei Sun 4. Fullerton: Risk Analytics and Business Strategy By: Ravi Anshuman; Mitra Saby

Course Code	SC-FIN-08	**Course Title**	Financial Risk Management
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Define and differentiate various types of financial risks impacting organizations.
CO2	Explain the principles and importance of risk management frameworks within financial institutions.
CO3	Calculate basic probability and value-at-risk (VAR) for single asset, applying the results to assess risk exposure.

CO4	Evaluate the strengths and weaknesses of different derivative instruments for mitigating specific financial risks.
CO5	Critically assess the effectiveness of risk management strategies employed by a chosen financial institution.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Foundations of Risk Management:** Risk Concepts: Definition, types (market, credit, operational, etc.), inherent risk levels, impact on organizations, risk vs. uncertainty. Risk Management Framework: Principles, importance, process (identification, assessment, mitigation, monitoring). Quantitative Tools: Probability and statistics, financial returns, volatility, correlation, portfolio theory, Capital Asset Pricing Model (CAPM).	8
2	**Financial Risks and Instruments:** Financial Markets: Overview, institutions, regulations. Trading and Market Microstructure: Introduction, features, and valuation of derivatives (forwards, futures, swaps, options). Risk in Insurance: Actuarial risk, asset-liability management, underwriting, investment risks, risk frameworks and policies.	9
3	**Risk Management in Banking:** Risk Management Structure in Banks: Credit, liquidity, interest rate, counterparty, market, environmental, currency, legal & regulatory, rating, pricing, capital allocation risks. Loan Review and NPA Management: Processes for managing non-performing assets. Risk in Investment Banking and Capital Markets: Basel Committee norms, derivatives & insurance for risk management, digital banking risks, fraud, money laundering.	9
4	**Enterprise Risk Management:** Enterprise Risk Management (ERM): Meaning, importance, need, approaches. Types of Enterprise Risk: Technology, business strategy, legal & regulatory, product liability.	9
5	**Measuring and Managing Risk:** Credit Risk Analysis: Probability of default (PD), credit ratings & transition matrices, contingent claim approach, KMV model, Credit VAR. Risk & Volatility Measurement: Role of rates & prices, factors impacting financial rates & prices, market data analysis, Value-at-Risk (VAR) concept and computation, portfolio risk calculation. Volatility Measurement: Concept & need, time aggregation, measures (EWMA, ARCH, GARCH), volatility clusters, time-varying volatility.	10

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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3. Learning Resources:

Suggested Books	1. Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House
	2. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen
	3. Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller
	4. Investment Science. Luenberger, Oxford University Press, 1998
	5. Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008
	6. An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons.
	7. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill.
	8. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Cormac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096.
Website Links	1. https://www.ajnifm.ac.in/
	2. https://www.theirmindia.org/
	3. https://iupindia.in/FinancialRisk_Management.asp
	4. https://www.garp.org/frm
	5. https://onlinecourses.swayam2.ac.in/imb23_mg05
	6. https://www.nibmindia.org
	7. https://www.mdpi.com/journal/jrfm
	8. https://www.business.qld.gov.au/running-business/finance/essentials/risks
Case Study	1. Financial Risk Management -Case Studies with SKF and Elof Hansson By Vika Brucaite & Shanhong Yan
	2. Integrated Derivatives Analytics with Risk Management System Provides Efficiency, Transparency, and Enterprise-Wide Insight By Ronald Holanek, President, The Financial Risk Group
	3. Risk Management: A Case Study on Derivative by State Bank Institute of Human Resource Development

Course Code	SC-FIN-09	Course Title	Wealth Management
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full Credit	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize the various terms and concepts related to wealth management.
CO2	Summarize different methods of wealth creation and managing the same.
CO3	Apply the technical methods for wealth creation.
CO4	Analyze the investment for creating wealth.
CO5	Evaluate the impact of swp, sip, stp, various tax, economy, risk, laws, on wealth creation.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Financial Planning:** Role of Financial Planner, Financial Planning Process, Contract and Documentation, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation.	6
2	**Systematic Approach to Investing**, Investment Avenues, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR)	10
3	**Wealth Management & The Economy:** Financial Planning to Wealth Management, Economic Cycles and Indicators: Lag Indicators, Co-incident Indicators, Lead Indicators, The Deficits: Revenue Deficit and Fiscal, Current Account Deficit, Interest Rate Views, Currency Exchange Rate	10
4	**Investment Evaluation Framework:** Risk Return Framework Risk: Standard Deviation, Beta Risk Adjusted Returns: Sharpe Ratio, Treynor Ratio, Alpha	9

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

| 5 | **Estate Planning:** Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust, Recent trends in wealth management.
 Taxation of Investment Products: Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans, Wealth Tax | **10** |

3. **Learning Resources:**

Suggested Books	1. Wealth Management & Financial Planning: Concepts & Practices -Balaji Rao DG 2. Think and Grow Rich (PREMIUM PAPERBACK, PENGUIN INDIA) - Napoleon Hill 3. The Millionaire Next Door: The Surprising Secrets of America's Wealthyby Thomas J. Stanley and William D. Danko. 4. I Will Teach You To Be Richby Ramit Sethi. 5. The Bogleheads' Guide to Investingby Taylor Larimore, John Bogle, and Mel Lindauer.
Website Link	1. https://www.investopedia.com/terms/w/wealthmanagement.asp 2. https://www.cfp.net/ 3. https://www.morningstar.in/ 4. https://www.wealthmanagement.com/ 5. https://www.financialplanningassociation.org/
Case Study	1. Charles Schwab Corp.: Introducing A New Brand by Rajiv Lal and David Kiron 2. The Future for Riverwalk Wealth Management By: Chuck Grace; Mazi Raz; Mathieu Bournival

Course Code	SC- FIN- 10	Course Title	Current Trends and Cases in Finance
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full Credit	Total Marks	100
Credit Value	03		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

Sr. No.	Course Outcomes
CO1	Describe the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO2	Explain in detail, all the theoretical concepts taught through the syllabus

CO3	Apply the various theories and models of financial management in the case.
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 alternative on the given case.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Green Finance:** Meaning, Definition, Importance, Tools for Green Finance Case Study	6
2	**Startups in India:** Fund raising norms for startups - SEBI regulations on startup listing and fund raising – Angel funding – Origin of angel funding – SEBI regulations on angel funding – Financial Technology –Fintech companies in India - Venture Capital, Seed Funding, Schemes Available for new startups by Government in the form of Finances	10
3	**Payment banks**: Operating guidelines of Reserve Bank of India for payment banks –Payment banks and financial inclusion – History and list of payment banks – functions of payment banks – Business model of payment banks	9
4	**Open Banking:** Meaning,Definition,Importance, Principle of Open Banking, Shadow banking meaning, Definition and Importance	10
5	The case study will be based on Financial Management and Advance Financial Management Course syllabus. Open banking, Green Finance etc.	10

3. **Learning Resources:**

Suggested Text Book	**1.** Personnel Management – C B Mamoria 4. https://www.rbi.org.in/ 2.https://www.nabard.org/english/home.aspx 3.https://www.startupindia.gov.in/
Cases	1.Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press, 2. Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press

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Course Code	SC-MKT-05	Course Title	Strategic Marketing
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100

Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the basic terms and concepts in Strategic Marketing.
CO2	Explain the various facets of Strategic Marketing in a real world context.
CO3	Integrate the aspects of various functional areas of marketing to develop a strategic perspective.
CO4	Explain the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO5	Develop the capability to view the firm in its totality in the context of its environment.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	Foundation concepts on Strategy, Marketing and Strategic Marketing Foundation concepts from Finance for Marketing Decisions, Marketing implications of Corporate strategy decisions, Competitive strategies of Strategic Business Units & Marketing implications	9
2	Identifying Market Opportunities External & Internal Analysis Assessing Market Opportunities, Forecasting & Scenario Building for strategic flexibility, Understanding Customers, Segmentation, Targeting, Differentiation & Positioning Pricing Strategy & Management, Entrepreneurial Marketing & New Product -Service Marketing Strategies	9
3	Strategies for Growth Markets – Defenders & Prospectors, Strategies for Matured Markets and during decline. Strategic Approach to Marketing & Sales Organization	9
4	Marketing Ethics, Sustainable Marketing, Green Marketing & Developmental Marketing Brand management and integrated approach to Marketing Communication across marketing channels.	9
5	Information and Communication Technologies and New Economy Marketing Global – Local Markets, Diffusing boundaries Marketing Strategy Dynamics	9

3. Learning Resources:

Suggested Books	1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012. 2. Strategic Marketing by Xavier, Response Books, 2010. 3. Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010. 4. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012
Weblinks:	1.https://youtu.be/IxhSXcffqPE?feature=shared 2.https://youtu.be/MpMcEvYoDMM?feature=shared 3.https://youtu.be/v99uQvI4AiM?feature=shared 4.https://youtu.be/lGjQkqgN95w?feature=shared

Course Code	SC-MKT-06	Course Title	Marketing Analytics
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe various key concepts / metrics in Marketing Analytics.
CO2	Illustrate the use of analytical techniques and Interpret the outputs to identify most effective target markets, forecast sales.
CO3	Demonstrate different tools and frameworks that are used in marketing analytics.
CO4	Analyze Market Basket / RFM model for development of effective marketing plans.
CO5	Create price optimization scenarios and build solutions to implement pricing decisions in real-time based on current market data.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Marketing Analytics:** Business Decision making, Business Analytics; Marketing Analytics – Nature (Descriptive, Prescriptive and Predictive), Marketing data, Understanding important metrics in Marketing, Marketing Dashboards, Analytics in various Marketing Applications (Scope), Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable.	9
2	**Analytics on Forecasting and Pricing:** Forecasting - Correlation, Simple Regression and Multiple Regression to forecast sales, Modeling Trend and Seasonality, Ratio to Moving Average Method, Forecasting New Product sales - Using 'S'curves, Concepts-The Bass diffusion model, The Copernican principle to predict duration. Pricing Analytics - Price elasticity, Optimization, Price bundling, Practical applications of price analytics	9
3	**Analytics on Segmentation, Target Marketing, Customer Preferences & Product Design:** Analytics for Need Based Segmentation - Voice of the Customer, Managing "Voice of the Customer" Data, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Cluster Analysis, Collaborative Filtering, Classification Trees for Segmentation, Analytics for Perceptual Mapping and Product Positioning, Customer / Consumer preference, Choice, Conjoint Analysis, Logistic regression, Evaluating Brand Equity, Discrete Choice Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results	10
4	**Customer Profitability:** Customer Life Time Value (CLTV), Customer Churn, Customer Attrition models, How to calculate CLTV, Net promoter score, Metrics for Customer Acquisition and Retention, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Customer Equity, Customer Loyalty **Analytics on Sales & Distribution:** Metrics for Sales, profitability **-** Sales Force Sizing, Effort (Call Planning), Territory Planning, Target Setting, Compensation Planning, Analytics based channel evaluation and selection, Market Basket Analysis & Lift, RFM Analysis, SCANPRO model.	10
5	**Analytics on Promotion Web and Social Media Analytics:** Marketing Mix Models, Measuring effectiveness of advertisement, Media Selection Models, PPC and Online Advertising, Allocation of marketing budgets over multiple campaigns, Measuring effectiveness of Social Media Advertising, Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics	7

Note: MS-Excel is expected while use of R Programming / SPSS may also be used.

3. Learning Resources:

Suggested Books	1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Publisher- John Wiley & Sons, Inc 2. Data Mining Techniques in CRM by Konstantinos K. Tsiptsis, Antonios Chorianopoulos –Publisher John Wiley& Sons 3. Marketing Analytics Roadmaps-Method, Metrics, and Tools by Jerry Rackley- Published-Apress 4. Pricing, Online Marketing Behavior, and Analytics by GiampaoloViglia, Publisher- Palgrave Macmillan
Websites	1. https://www.marketingevolution.com/marketing-essentials/marketing-analytics 2. https://business.adobe.com/blog/basics/marketing-analytics 3. https://www.wordstream.com/marketing-analytics

Course Code	SC-MKT-07	Course Title	Customer Relationship Management
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Outline concepts and components of B2B, B2C CRM, customer acquisition & retention and CRM mechanics.
CO2	Relate the key concepts and theories associated with CRM & ARTICULATE principles, theories and models of CRM in B2B and B2C markets.
CO3	Illustrate Customer acquisition and retention strategies and ANALYZE business models in CRM.
CO4	Evaluate implementation & outcomes of CRM strategies in marketing situations of products, services & e-products/ services across various industries.
CO5	Develop CRM strategies/plans for various sectors of the market.

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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[CGPA-3.32] in Cycle 1

1. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Customer Relationship Management:** Internal and External relationship management, Need and Importance of relation with customers and other stakeholders. Defining CRM, Levels of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, Strategic CRM, Operational CRM, Collaborative CRM.	10
2	**CRM in Marketing**: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing, CRM and Customer, Customer Satisfaction Measurement- process & methods..	10
3	**Customer Acquisition & Retention**: Customer Acquisition- Concept, Customer loyalty and optimizing customer relationships, Calculating KPI of a customer acquisition program, Customer Touch Points, Customer Equity. Strategies of customer retention. Customer Life Cycle and Customer Life Time Value (CLTV). Recency, Frequency and Monetary Value (RFM) Analysis.	10
4	**CRM role for Internal Customers**: Sales Force Automation: Concept & link with CRM. CRM links in e-Business. E-Commerce and Customer Relationships on the Internet. Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM). Key Account Management.	10
5	**Analytical CRM** - Managing and sharing customer data, Customer information 2 databases, Ethics and legalities of data use, Data Warehousing and Data Mining concepts, Data analysis, Market Basket Analysis (MBA), Project/Cases/Research on Click stream Analysis, Personalization and Collaborative Filtering.	5

2. **Learning Resources:**

Suggested Books	1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limted, New Delhi. 2011 2. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth 3. Jagdish Seth, et al, CUSTOMER RELA TIONSHIP MANAGEMENT. 4. V. Kumar & Werner J., CUSTOMER RELA TIONSHIP MANAGEMENT, Willey India, 2008

	5. S. Shanmugasundaram, CUSTOMER RELA TIONSHIP MANAGEMENT, Prentice Hall of India Private Limted, New Delhi, 2008

Course Code	SC-MKT-08	Course Title	Product & Brand Management
Course Type	SP Core	Sessions in TT per week	03
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Outline the key concepts and elements of Product and Brand strategy and quote the process of including brand identity and brand equity into product and brand management.
CO2	Summarize Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO3	Articulate the key brand concepts by analyzing the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO4	Correlate effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO5	Create 'Brand Equity Management system' for real life consumer, business products and services as well as for Reinforcing / Revitalizing / Rejuvenating failed Brands in various markets and in the digital space.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Product Management**: Basic concepts of Product, levels, PLC Strategies. Product Portfolio- concept and components of product portfolio. Overview of	**10**

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INSTITUTE OF MANAGEMENT & CAREER COURSES (IMCC), PUNE (AUTONOMOUS)
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	New Product Development & New Product failure its Strategies. Role of Product Manager. Levels of Product Marketing Plans.	
2	**Product Strategy**: Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability. Preparing a Marketing Plan based on Product Strategies .	**10**
3	**Brand Management & Strategies**: Brand: - concept of branding, types of brands. Branding strategies- Concept and types of branding strategies. Steps in brand development strategies. Brand switching. Brand Awareness, Brand Image. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies. Approaches of Brand Valuation; Historical Cost, Replacement cost, Discounted cash flow, Price Premium & Brand contribution approach.	**10**
4	**Brand Communication**: Concept- need and advantage of brand communication. Brand loyalty and factors affecting brand loyalty. Benefits of brand loyalty- Types of brand loyalty. Building brand loyalty, Customer Path with 5A's and Brand Advocacy, Brand codes - Brand Positioning and Brand Associations. Cases/Projects/Research on Strategies for Brand Loyalty Strategies of Popular brands.	**10**
5	**Brand Equity Management**: Concept of Brand Equity, Brand audit, Establishing Brand equity Management system Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, & Types of Brand Extensions, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands. Cases/research/analysis on study of customer mind set through quantitative and qualitative research techniques	**5**

3. **Learning Resources:**

Suggested Books	1. Philip Kotler ; Principles of Marketing, , Armstrong, Pearson Education 2. Marc Annacchino, New Product Development: From Initial Idea to Product Management, Elsevier Publishers 3. Product Management, Lehmann & Winer, TMGH 4. Product Management, S. A. Chunawalla, Himalaya Publishing House 5. Strategic Brand Management, Kevin Lane Keller, Pearson 6. Strategic Brand Management, J N Kapferer, Kogan Page 7. Brand Management, Dr. S.L.Gupta Himalaya Publishing House 8. Successful Branding, Pran K Chaudhary 9. Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta 10. REBRAND: The Ultimate Guide to Personal Branding,Bernard K Clive 11. 22 Immutable laws of Branding-Al Ries and Jack Trout 12. Brand Sense: Build Powerful Brands through Touch, Taste, Smell, Sight, and Sound -Martin Lindstorm

Maharashtra Education Society's
INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)
Affiliated to Savitribai Phule Pune University

[CGPA-3.32] in Cycle 1

	13. The Brand Gap. Marty Neumeier. How to Bridge the Distance Between Business Strategy and Design 14. Building A Storybrand – Don Miller
Web Resources	1. http://www.productmanagerclub.com 2. https://www.brandwatch.com/blog

Course Code	SC-MKT-10	Course Title	Business to Business Marketing
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. **Course Outcomes: On successful completion of course the learner will be able to:**

Sr. No.	Course Outcome (CO's)
CO1	Define the terms and concepts related to Business to Business marketing.
CO2	Explain the terms and concepts used in business to business marketing.
CO3	Articulate challenges and opportunities in Business-to-Business Marketing.
CO4	Formulate segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing.
CO5	Develop marketing plan for business-to-business Marketing situations

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Overview of Business-to-Business Marketing:** Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business to-Business & Business-to-Consumer Marketing. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making	10
2	**Segmentation, Targeting & Positioning for B2B Markets:** Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria used for choosing a target market. Positioning	10

3	**Product and Pricing Strategy for B2B Markets:** Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Costs, volume and Experience curve. After Sales Service – Importance, Use of Innovation, Competitiveness & Technology. Strategies used for marketing of Projects, Industrial Services, and High technology products. Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing of New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing	10
4	**Promotion Mix for B2B Markets:** Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers. Promotions: Developing Industrial Communication Program, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, and Advertising	10
5	**Distribution Channels and Current Trends for B to B markets :** Distribution Channels: Distinctive Nature of B To B Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis, Current Trends for B to B markets: Use of Social Media, Use of technology in branding, Use of digital platforms by B to B organizations, Virtual Marts	5

3. Learning Resources:

Suggested Text Book	1. Industrial Marketing: Text and Cases Krishna K. Havaldar Tata McGraw-Hill Education 2. Industrial Marketing By Hill, Alexander and cross, Irwin 3. Industrial Marketing by Mukerjee, Excel Book. 4.Business to Business Marketing by Ross Brennan, Louise Canning, Raymond Macdowell 5. industrials Marketing by Mathur,New age international Publishers

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Course Code	SC-HRM-06	**Course Title**	Performance Management System
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of course, the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Understand the theoretical foundations of the Performance Management System.
CO2	Remember factors of Performance planning and role of competency in performance.
CO3	Apply performance development techniques to provide constructive feedback.
CO4	Analyze various factors and competencies for designing performance appraisals.
CO5	Design and Evaluate employee performance and make data driven decisions.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1.	**Introduction of Performance Management System and Competency:** Definition, objectives, importance of Performance Management System, Understanding Role of Competency in performance, Introduction, Definitions and components of competency---Skill, knowledge and Attitude / ability.	**7**
2.	**Performance planning:** Performance Management Process: Role of KAS in Performance planning, Performance expectations, understanding of KPA and KPI, Performance standards, Performance goal Setting: Organizational and individual performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria.	**10**
3.	**Performance Development:** Definition, meaning, importance and Process of Coaching and Counseling. Factors to be considered for Coaching and Counseling. Role of Counselor in various situations in corporates.	**10**
4.	**Competency based Performance Management:** Concept of Competency map and process. Competency map for various roles like managerial, leadership, Doctors, Teachers etc. Study competency maps for designing performance feedback form with various types of competencies: Generic, Key, Technical, Leadership, and Functional. HR generic competency mapping-----supervisory generic competency mapping.	**7**
5.	**Performance Appraisal in Digital Era:** Design Performance Appraisal feedback form based on select Traditional and Modern Methods: Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Behaviorally Anchored Rating Scale (BARS). Competency based appraisal:	**11**

| | 360-degree feedback, Data collection and data analysis. Provide feedback. Digital Performance Management: Analysis, Benefits and Challenges. | |

Note: Practical learning based on designing and analyzing Performance Appraisal. Case Studies.

3. **Learning Resources:**

Suggested Books	1. Performance Management – T. V. Rao, Sage Publication. 2. Performance Management Path to Growth and Excellence – T.V. Rao, Nandini Chawala, Routledge 3. Human Resource Management – K. Ashwathappa, TMH Publication 4. Performance management: concepts, skills and exercises 5. Cardy, Robert L, Leonard, Brian, PHI Learning Pvt. Ltd 6. Personnel Management – C B Mamoria 7. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;
Video Links	1. Performance Management for a 21st Century Organization (SHRM Conference, 2015) https://www.youtube.com/watch?v=xSsuG1xaQfE 2. Introduction to Performance Management https://www.youtube.com/watch?v=_twzBBOrayM 3. HR Basics: Performance Appraisals https://www.youtube.com/watch?v=o2mi8zhnhYM
Website	1. What is Digital Performance Management? https://www.ptc.com/en/products/digital-performance-management 2. Digital performance analysis https://reportei.com/en/digital-performance-analysis/ 3. Performance Management: Benefits, Challenges, Advantages and Future https://blog.darwinbox.com/performance-management-benefits-challenges-advantages

Course Code	SC-HRM-07	Course Title	HR Analytics
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		

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Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

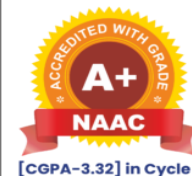| CO Number	COURSE OUTCOMES (CO'S)
CO1	Understand the core concepts of HR analytics and its role in strategic HR management.
CO2	Remember fundamental statistical methods and data analysis techniques used in HR analytics.
CO3	Develop proficiency in utilizing HR metrics to assess workforce performance and identify areas for improvement.
CO4	Analyze data to improve data-driven HR decisions and solve real-world HR challenges across various domains.
CO5	Evaluate critical thinking and problem-solving skills to make data-driven recommendations for HR strategies.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Understanding HR Analytics** Demystifying HR Analytics: Role in digital age, business value, analysis types. HR Analytics Process: Defining questions, data collection, analysis, communication. HR Data Sources: HRIS, payroll systems, employee surveys. Case Study: Leveraging HR data for recruitment improvement.	9
2.	**Data Preparation and development of Metrics** HR Data Management: Collection strategies, cleaning, security, privacy. Developing HR Metrics: Data measurement, core analysis, collection & management. HR Metrics & Measurement: Key metrics across employee lifecycle, HR balanced scorecard. Data Visualization Techniques: Effective communication through data insights.	9
3.	**Statistical Methods for HR Analytics** Data Visualization Fundamentals: Stages, visual encoding, effectiveness. Designing Dashboards: Visualize numerical data, relationships, maps. HR Analytics Storytelling: Data visualization techniques, communication of insights. Case Study: Predicting employee turnover using Logistic Regression (Hands-on)	9

4.	**HR Analytics in different functions of HR Talent Acquisition, Workforce Management, Employee relations** Talent Acquisition: Job posting optimization, candidate assessment & interview analytics, onboarding analytics. Workforce Management: Performance management analytics, compensation & benefits, learning & development analytics. Employee Relations: Employee engagement & sentiment analysis, retention analytics, diversity & inclusion analytics. Case Studies (Hands-on): Recruitment efficiency, identifying high-potential employees, employee wellbeing analytics.	9
5.	**Future of HR Analytics** **Future of HR Analytics:** Emerging Trends in HR Technology - Artificial Intelligence, Big Data, and Machine Learning in HR, **Ethical Considerations in HR Analytics** - Data Privacy, Algorithmic Bias, and Explainability, Building an HR Analytics Capability - Developing a Data-driven HR Culture, Skills and Resources for Success, **Building a Data-driven HR Culture:** Developing skills, fostering collaboration, and navigating the change for successful HR analytics implementation.	9

3. Learning Resources:

Suggested Books	1. HR Analytics Theory and application Techniques – Swati & Suparna Pal
	2. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical by Fermin Diez
	3. Predictive HR Analytics: Mastering the HR Metric by Dr. Kirsten & Martin Edwards
	4. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions by Shonna Waters, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray
	5. Excellence in People Analytics: How to Use Workforce Data to Create Business Value
	6. People Analytics For Dummies by Mike West
Video	1. HR Analytics | 8 Hours Course https://www.youtube.com/watch?v=2m9BIRGIKfQ
	2. HR Analytics in hindi, HR information systems and data sources, HR Metrics and HR Analytics https://www.youtube.com/watch?v=mhMorNa1uB8&list=PLsh2FvSr3n7ch3k39k-GBYlyNs41_N2D2
	3. HR Analytics Unit 1 | Meaning Importance of HR Analytics https://www.youtube.com/watch?v=ERrk8tZsjnQ

Course Code	SC-HRM-08	Course Title	Learning & Development
Course Type	Specialization Core	Sessions in TT per week	3
Credit Type	Full	Total Marks	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the key concepts associated with Learning & Development
CO2	Explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
CO3	Identify training needs of various categories of employees in a variety of organizational contexts.
CO4	Examine the impact of training on various organizational and HR aspects.
CO5	Design a training programme for various categories of employees in a variety of organizational contexts.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Learning:** Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning - Adult Learning, Andragogy, Implementing Learning/HRD needs. Concept of Training, Difference between learning and training, Effective Learning and Training.	10
2	**Process of Training:** Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.	9

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3	**Designing and Implementation of Training Plan:** Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Modules, Designing and Conducting Specific Training and Development Programme. On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training	10
4	**Evaluation of Training Program:** Introduction, concept & principles, Evaluating Training and Results**,** CIRO of Training, ROI of Training, Cost-Benefit analysis.	8
5	**Management Development:** Training and Mentoring, Training Practices, Train the trainer, Training for Diversity**,** Impact of Training on HRD. Designing the MDP (Management Development Program)	8

3. **Learning Resources:**

Suggested Books	1. Employee Training & Development, Raymond Noe 2. Training and Development, S K Bhatia 3. The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw- Hill. 4. Creative Training Techniques Handbook, Robert W. Pike, CSP

Course Code	SC-HRM-09	**Course Title**	HR Audit
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe the concept of HR Audit.
CO2	Understand the role of HR Auditor.
CO3	Examine the HR Audit for a company's report.

CO4	Analyze the various methods of conducting HR Audit.
CO5	Evaluate the current trends in HR Audit.

2. Course Syllabus:

Sub Unit	Syllabus	Tentative No. of Sessions
1	Human Resource Audit: Concepts and important Components, Identifying the Human Resource Audit Goal and Benefits of Human Resource Audit. Principles of Effective HR Auditing. Role of HR Auditor.	9
2	Methodology and instruments of HR Audit: Preliminary Steps, goals of the Audit; Issues in HR Audit; Strategy Alignment of HR Audit; HR Audit Process.	9
3	Methods of conducting HR Audit: Interview, Workshop, Observation, Questionnaire; The Indian Experience and Case Studies: Introduction Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case Service Industry.	9
4	HR Audit for Legal Compliance and Safe Business Practices: Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices; Human Resource Auditing as a Tool of Human Resource Valuation: Rationale of Human Resource Valuation and Auditing, Issues in Human Capital Measurement and Reporting; Designing Balance and HRD Score Card.	9
5	Human Resource Audit Report: Preparation of report, Use of HR Audit report for business improvement; Recent Advancements in Human Resource Audit.	9

3. Learning Resources:

Suggested Book	1. Dr. Sibram Nisonko, HR Audit: Audit Your Most Precious Resources, Independently published 2. Rajni Gyanchandani, Durdana Ovais, HR Audit, Everest publication 3. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publication, 2nd Edition 4. Udai Pareek, T. V. Rao, Designing and Managing Human Resource Systems, Oxford Publication, 3rd Edition 5. Peter Reilly, Marie Strebler, Polly Kettley, The Human Resource Function Audit, Cambridge Strategy
Cases	1. https://www.researchgate.net/publication/279742696_Human_Resource_Planning_and_Audit_-_A_Case_Study_of_HEG_Limited 2. https://bhcagroup.com/project-details/nonprofit

3.	http://repository.smuc.edu.et/bitstream/123456789/3794/1/Final%20paper%20hana%20Taye%20HRM%202008%20E.C.pdf
Research Papers	1. https://ijcrt.org/papers/IJCRT2106275.pdf
Websites	1. https://www.investopedia.com/terms/i/internalaudit.asp 2. https://husys.com/case-study/hr-audit-for-better-management/ 3. https://www.waldenu.edu/programs/business/resource/what-is-an-hr-audit-and-why-is-it-important#:~:text=What%20Is%20an%20HR%20Audit,to%20perform%20an%20internal%20audit. 4. https://hr.university/shrm/hr-audit/
Videos	1. https://youtu.be/gaClcfhfWFM?feature=shared 2. https://youtu.be/3WvemE875bs?feature=shared 3. https://youtu.be/6Y_bfQkw3tM?feature=shared 4. https://www.youtube.com/watch?v=pwmDsUTmeV0 5. https://www.youtube.com/watch?v=dO-_O1MbGjw&t=8s

Course Code	SC-HRM-10	Course Title	Current Trends and Global HRM
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

4. **Course Outcomes: On successful completion of the course the learner will be able to**

Sr.No.	Course Outcomes (CO's)
CO1	Describe the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO2	Memorize the impact of Current HR trends on HR Functions on global policies.
CO3	Illustrate value creation & competitive advantage of Technology on current HR Trends.
CO4	Analyze the changing role of HR Priorities in cross border culture.
CO5	Apply the existing Tech tools to real time HRM Challenges.

5. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Current HR Trends:** Technological Interventions in HR Processes and Management (Artificial Intelligence in Recruitment, Data Analytics in transforming HR, Employee Experience Platforms, Feedback Tools to improve	9

	Employee Engagement and Productivity, Employee Wellness Apps, Cloud and Mobile-enabled HR solutions)	
2	**Tectonic Shift in HRM Priorities:** Managing Workforce Diversity, Establishing Gender Parity and Pay Equality, Providing Mentorship, Assuring Safety at workplace, Catering to Employee expectations, Changing Skill requirements, Conducting Continuous Improvement Programs, Re-engineering work processes for improved productivity, Decentralizing work sites, and Promoting Family work life balance	9
3	**Global Human Resource Planning:** From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long termGlobal Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.	9
4	**Training and development of Global employees**: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International Assignments- Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.	9
5	**Global workforce performance Management:** Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, Host Country Nationals HCN's and Third Country Nationals TCN's – Global Employee Relations current ER issues-Influence of MNC's and Union on Global ER.	9

6. **Learning Resources:**

Suggested Books	1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009
	2. Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource
	3. Management, Routledge, Fourth Edition, 2007
	4. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009
	5. Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007
	6. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e,
	7. Thomson, 2008
	8. K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008
	9. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005

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Course Code	SC-BA-06	Course Title	Business Applications of blockchain technologies
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Memorize the principles of blockchain technology.
CO2	Understand basic blockchain functionalities using development tools or platforms.
CO3	Analyze the scalability and sustainability challenges associated with different blockchain implementations.
CO4	Articulate the ethical considerations surrounding blockchain technology and its applications.
CO5	Design novel business models that leverage blockchain technology for competitive advantage.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Block Chain, Block Chain Applications in management** Introduction to Block Chain, Blockchain – fundamentals, evolution-history, uses, application areas, Block Chain: The Indian Imperative (Introduction to Cryptographic Algorithms, Public-Private key, Digital Signature, Digital Certificates, Hashing), Blockchain components and applications, Blocks, transactions, distributed ledger, Mining, Block Chain in E-Governance, Block Chain Currency (Cryptocurrency), Introduction to Blockchain Pillars, Block Chain: The Indian Imperative	9
2	**Bitcoin Blockchain** Introduction to Bitcoin, Bitcoin Wallets, Bitcoin Block, Bitcoin Transaction, Bitcoin Scripts, Bitcoin Attacks, Bitcoin Network, Bitcoin Mining	9

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3.	**Ethereum Blockchain** Introduction to Ethereum, Swarm and whisper, Remix IDE, Truffle Framework, Ethereum Networks, Ethereum Wallets, Ethereum Clients, Web3.js, NFT	**9**
4	**Enterprises Blockchain** Enterprise Blockchain , Hyperledger , Hyperledger Sawtooth, , Hyperledger Iroha , Hyperledger Indy ,Hyperledger Burrows , Hyperledger Fabric , Hyperledger Fabric Transaction , Fabric Network ,Fabric Network Types ,Fabric Explorer ,Node Js ,R3 Corda ,Corda Network	**9**
5	**Multichain** Introduction to Multichain ,Multichain Installation ,Create a Multichain Instance , Multichain Assets, Multichain Streams, Multichain Consensus, Multichain API	**9**

3. **Learning Resources:**

Suggested Books	1. Mastering Blockchain: Inner workings of blockchain, from cryptography and decentralized identities, to DeFi, NFTs and Web3, 4th Edition
	2. Blockchain and the Supply Chain: Concepts, Strategies and Practical Applications
	3. Blockchain Principles and Applications in IoT Rajdeep Chakraborty, Anupam Ghosh, Valentina Emilia Balas and Ahmed A. Elnga
	4. Blockchain Technology: Exploring Opportunities, Challenges, and Applications Sonali Vyas, Vinod Kumar Shukla, Shaurya Gupta, Ajay Prasad

Course Code	SC-BA-07	**Course Title**	Financial Analytics
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of course the learner will be able to -**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Remember the key concepts of financial analytics.
CO2	Understand the various aspects of financial analytics.
CO3	Apply financial data analysis models to data for business decisions.
CO4	Analyze financial data using different models.
CO5	Evaluate the Risk on various financial assets.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Financial Analytics:** Definition, relevance and scope financial Analytics, recent trends in financial analytics.	4
2	**Financial Time Series**: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time Series, Econometrics.	10
3	**Asset Portfolio Models:** Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization.	11
4	**High-Frequency Data Analysis:** Non synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models.	10
5	**Derivative Pricing:** Issues regarding derivative markets, Brownian motion, Black - Sholes model. Modelling derivative prices.	10

*Basics of R is required

3. **Learning Resources:**

Suggested Books	1. Argimiro Arratia (2014), "Computational Finance An Introductory Course with R", Atlantis Press 2. David Ruppert (2011),"Statistics and Data Analysis for Financial Engineering", Springer. 3. John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), "The Econometrics of Financial Markets", Princeton University Press
Website links	1. http://www.nseindia.com/learn/financial-data-analytics-machine-learning 2. https://www.ajnifm.ac.in/

	3. https://www.iibf.org.in/ELearning.asp	
Case Study	1. Financial Analytics Toolkit: Financial Statement Forecasting By Marc Lipson 2. Financial Analytics Toolkit: Ratio Analysis By Marc Lipson 3. Lucas Wang: Stop-Loss Strategy By Hubert Pun; Hongmei Sun 4. Fullerton: Risk Analytics and Business Strategy By: Ravi Anshuman; Mitra Saby	

Course Code	SC-BA-08	**Course Title**	Marketing Analytics
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Describe various key concepts / metrics in Marketing Analytics.
CO2	Illustrate the use of analytical techniques and Interpret the outputs to identify most effective target markets, forecast sales.
CO3	Demonstrate different tools and frameworks that are used in marketing analytics.
CO4	Analyze Market Basket / RFM model for development of effective marketing plans.
CO5	Create price optimization scenarios and build solutions to implement pricing decisions in real-time based on current market data.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction to Marketing Analytics:**	**9**

	Business Decision making, Business Analytics; Marketing Analytics – Nature (Descriptive, Prescriptive and Predictive), Marketing data, Understanding important metrics in Marketing, Marketing Dashboards, Analytics in various Marketing Applications (Scope), Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable.	
2	**Analytics on Forecasting and Pricing:** Forecasting - Correlation, Simple Regression and Multiple Regression to forecast sales, Modeling Trend and Seasonality, Ratio to Moving Average Method, Forecasting New Product sales - Using 'S'curves, Concepts-The Bass diffusion model, The Copernican principle to predict duration. Pricing Analytics - Price elasticity, Optimization, Price bundling, Practical applications of price analytics.	9
3	**Analytics on Segmentation, Target Marketing, Customer Preferences & Product Design:** Analytics for Need Based Segmentation - Voice of the Customer, Managing "Voice of the Customer" Data, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Cluster Analysis, Collaborative Filtering, Classification Trees for Segmentation, Analytics for Perceptual Mapping and Product Positioning, Customer / Consumer preference, Choice, Conjoint Analysis, Logistic regression, Evaluating Brand Equity, Discrete Choice Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results.	10
4	**Customer Profitability:** Customer Life Time Value (CLTV), Customer Churn, Customer Attrition models, How to calculate CLTV, Net promoter score, Metrics for Customer Acquisition and Retention, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Customer Equity, Customer Loyalty **Analytics on Sales & Distribution:** Metrics for Sales, profitability **-** Sales Force Sizing, Effort (Call Planning), Territory Planning, Target Setting, Compensation Planning, Analytics based channel evaluation and selection, Market Basket Analysis & Lift, RFM Analysis, SCANPRO model.	10
5	**Analytics on Promotion Web and Social Media Analytics:** Marketing Mix Models, Measuring effectiveness of advertisement, Media Selection Models, PPC and Online Advertising, Allocation of marketing budgets over multiple campaigns, Measuring effectiveness of Social Media Advertising, Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics.	7

Note: MS-Excel is expected while use of R Programming / SPSS may also be used.

3. Learning Resources:

Suggested Books	1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Publisher- John Wiley & Sons, Inc

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2. Data Mining Techniques in CRM by Konstantinos K. Tsiptsis, Antonios Chorianopoulos –Publisher John Wiley& Sons 3. Marketing Analytics Roadmaps-Method, Metrics, and Tools by Jerry Rackley- Published-Apress 4. Pricing, Online Marketing Behavior, and Analytics by GiampaoloViglia, Publisher- Palgrave Macmillan	

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Course Code	SC-BA-09	Course Title	HR Analytics
Course Type	Specialization Core	**Sessions in TT per week**	3
Credit Type	Full	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	2:1:0		

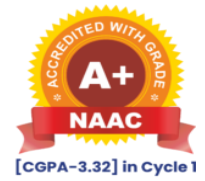1. **Course Outcomes: On successful completion of the course the learner will be able to**

CO Number	COURSE OUTCOMES (CO'S)
CO1	Understand the core concepts of HR analytics and its role in strategic HR management.
CO2	Remember fundamental statistical methods and data analysis techniques used in HR analytics.
CO3	Develop proficiency in utilizing HR metrics to assess workforce performance and identify areas for improvement.
CO4	Analyze data to improve data-driven HR decisions and solve real-world HR challenges across various domains.
CO5	Evaluate critical thinking and problem-solving skills to make data-driven recommendations for HR strategies.

2. **Course Syllabus:**

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Understanding HR Analytics**	**9**

	Demystifying HR Analytics: Role in digital age, business value, analysis types. HR Analytics Process: Defining questions, data collection, analysis, communication. HR Data Sources: HRIS, payroll systems, employee surveys. Case Study: Leveraging HR data for recruitment improvement.	
2.	**Data Preparation and development of Metrics** HR Data Management: Collection strategies, cleaning, security, privacy. Developing HR Metrics: Data measurement, core analysis, collection & management. HR Metrics & Measurement: Key metrics across employee lifecycle, HR balanced scorecard. Data Visualization Techniques: Effective communication through data insights.	9
3.	**Statistical Methods for HR Analytics** Data Visualization Fundamentals: Stages, visual encoding, effectiveness. Designing Dashboards: Visualize numerical data, relationships, maps. HR Analytics Storytelling: Data visualization techniques, communication of insights. Case Study: Predicting employee turnover using Logistic Regression (Hands-on)	9
4.	**HR Analytics in different functions of HR Talent Acquisition, Workforce Management, Employee relations** Talent Acquisition: Job posting optimization, candidate assessment & interview analytics, onboarding analytics. Workforce Management: Performance management analytics, compensation & benefits, learning & development analytics. Employee Relations: Employee engagement & sentiment analysis, retention analytics, diversity & inclusion analytics. Case Studies (Hands-on): Recruitment efficiency, identifying high-potential employees, employee wellbeing analytics.	9
5.	**Future of HR Analytics** **Future of HR Analytics:** Emerging Trends in HR Technology - Artificial Intelligence, Big Data, and Machine Learning in HR, **Ethical Considerations in HR Analytics** - Data Privacy, Algorithmic Bias, and Explainability, Building an HR Analytics Capability - Developing a Data-driven HR Culture, Skills and Resources for Success, **Building a Data-driven HR Culture:** Developing skills, fostering collaboration, and navigating the change for successful HR analytics implementation.	9

3. Learning Resources:

Suggested Books	1. HR Analytics Theory and application Techniques – Swati & Suparna Pal
	2. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical by Fermin Diez
	3. Predictive HR Analytics: Mastering the HR Metric by Dr. Kirsten & Martin Edwards

4.	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions by Shonna Waters, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray
5.	Excellence in People Analytics: How to Use Workforce Data to Create Business Value
6.	People Analytics For Dummies by Mike West

Video		
	1.	HR Analytics | 8 Hours Course https://www.youtube.com/watch?v=2m9BIRGIKfQ
	2.	HR Analytics in hindi, HR information systems and data sources, HR Metrics and HR Analytics https://www.youtube.com/watch?v=mhMorNa1uB8&list=PLsh2FvSr3n7ch3k39k-GBYlyNs41_N2D2
	3.	HR Analytics Unit 1 | Meaning Importance of HR Analytics https://www.youtube.com/watch?v=ERrk8tZsjnQ

Course Code	SE-BA-10	Course Title	Data Mining
Course Type	Specialization Elective	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	3		
Credit Pattern (LTP)	3:0:0		

1. Course Outcomes: On successful completion of the course the learner will be able to

CO's	Course Outcomes
CO1	Understand and define the key terms associated with Data Mining.
CO2	Memorize the various aspects of Data.
CO3	Apply the concepts of classification models.
CO4	Analyze data using various clustering models.
CO5	Execute appropriate association analysis and anomaly detection tools.

2. Course Syllabus: On successful

Sub Unit	Syllabus	Tentative No. of Sessions
1	**Introduction** Basic Concepts: Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks (Classification, Clustering,	9

	Association Analysis, Anomaly Detection). Concept, Definitions of model, descriptive models, predictive modeling, basic terminology. Real-world data mining applications - Big Data Analytics in Mobile Environments, Fraud Detection and Prevention with Data Mining Techniques, Big Data Analytics in Business Environments.		
2	**Data and Pre-processing:** Understanding of Data, what is data? Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios.		9
3	**Classification:** Decision-Tree Based Approach, Rule-based Approach, Instance-based classifiers , Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation, Applications: B2B customer buying stage prediction, Recommender Systems.		9
4	**Clustering:** Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods Cluster Validation, Applications: Customer Profiling, Market Segmentation.		9
5	**Association Analysis:** Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis. Anomaly Detection: Statistical-based and Density-based Methods , Ethics of data mining, privacy, what can/do firms know?		9

3. Learning Resources:

Suggested Text Books	1. Data Mining: The Textbook by Charu C. Aggarwal 2. Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly 3. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley 4. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira

Course Code	RP 01	**Course Title**	Research Project
Course Type	Generic Compulsory	**Sessions in TT per week**	3
Credit Type	Full Credit	**Total Marks**	100
Credit Value	6		
Credit Pattern (LTP)	3:0:0		

Guidelines for Research Projects:

The following tasks related to research project must be competed to get 6 credits:

1. Identification of the problem

2. Defining research variables
3. Defining the research objective
4. Detailed literature review
5. Deriving the hypothesis (if any)
6. Preparing research design
7. Finalizing sampling plan
8. Preparing questionnaire/ Interview sheet etc. (Wherever applicable)
9. Data Collection
10. Data Analysis
11. Writing results
12. Preparing a manuscript
13. Plagiarism Check
14. Paper publication and/or presentation

- **Evaluation –**
  Internal and External VIVA-VOCE