



**SCHOOL of ENGINEERING
& MANAGEMENT**

KASABA BAWADA, KOLHAPUR
Approved by AICTE, New Delhi

Constituent Unit of
D. Y. PATIL EDUCATION SOCIETY
(DEEMED TO BE UNIVERSITY), KOLHAPUR
Notification No. F.9-26/2004- U.3 dt. 01-09- 2005 of the GOI
Accredited by NAAC with 'A++' Grade

“Imparting knowledge with excellence”

D.Y. PATIL EDUCATION SOCIETY

(DEEMED TO BE UNIVERSITY), KOLHAPUR

SCHOOL OF ENGINEERING AND MANAGEMENT

DEPARTMENT OF MANAGEMENT

CURRICULUM

FOR

MASTER OF BUSINESS ADMINISTRATION

For the Scheme 2025-26

SEMESTER-I & II

With the effect from Academic Year 2025-26



DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

SEMESTER-I												
Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	25MBAL 101	CC	Management Concepts	3	--	--	3	100	ISE	30		40
									MSE	20		
									ESE	50	20	
2	25MBAL 102	CC	Organizational Behavior	3	--	--	3	100	ISE	30		40
									MSE	20		
									ESE	50	20	
3	25MBAL 103	CC	Principles of Accounting For Managers	3	1	--	4	100	ISE	30		40
									MSE	20		
									ESE	50	20	
4	25MBAL 104	CC	Quantitative Techniques For Managers	3	1	--	4	100	ISE	30		40
									MSE	20		
									ESE	50	20	
5	25MBAL 105	CC	Business Economics & Sustainability	3	--	--	3	100	ISE	30		40
									MSE	20		
									ESE	50	20	
6	25MBAL 106	CC	Legal Aspects Of Business	2	1	--	3	100	ISE	30		40
									MSE	20		
									ESE	50	20	
7	25MBAL 107	AEC	Professional Communication Skills	1	1	--	2	50	ISE	50	20	40
8	25MBAL 108	SEC	Office Automation	1	--	2	2	50	ISE	25	20	40
									POE	25		
9	25MBAL 109A	VAC (Any One)	MOOC / Rural Immersion	-	-	--	1	50	ISE	50	20	40
	25MBAL 109B											
Total				19	4	4	25	750	Total Credit=25 Total Hours=27			

Note: *Note- Student has to earn minimum 50% of ISE marks to be eligible for ESE.

L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age

CC: Core Course, DSE: Discipline Specific Elective, AEC: Ability Enhancement Course, SEC: Skill Enhancement Course, VAC: Value Added Course, MDE: Multi-Disciplinary Elective course

ISE: Internal Student Evaluation, MSE- Mid Semester Evaluation, ESE End Semester Examination FEP : Faculty Evaluation Practical, POE : Practical Oral Examination. OE- Oral Examination



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL101	MANAGEMENT CONCEPTS (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th(100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,	
CO1	Describe ¹ the concepts of Management.
CO2	Analyze ⁴ various concepts, laws and theories related to management skills.
CO3	Apply ³ the concept of organizing for the effective functioning of a management.
CO4	Develop ⁶ and Evaluate leadership style to anticipate the consequences of each leadership style.
CO5	Explore ³ the management functions to take appropriate business decisions.
CO6	Connect ⁴ and Evaluate the new trends in management.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2	1			2		
CO3				1	1	
CO4			2			1
CO5	2		1			
CO6	1	1				

Unit	Content	Hours
I	Management: Concept Definition, Scope, Nature and Importance; Management: Art and Science, Management Vs. Administration, Management Skills, Henry Mintzberg- Roles of a Manager, Levels of Management. Taylor and Scientific Management, Fayol 's Administrative Management, Hawthorne Experiments and Human Relations , Challenges and Opportunities for Managers in the 21st Century.	8
II	Evolution of Management Classical Approach, Scientific Management Approach – Contribution of F.W. Taylor, Henri Fayol, Systems approach,– Peter Drucker (Drucker's MBO Philosophy), Characteristics of Management Today.	8
III	Planning Nature, Types- Standing plans- Objectives, Strategy, Policies, Procedures, Rules, and Single-use plans, Process and Importance of Planning, Limitations of Planning, Making Planning Effective.	7



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IV	Organizing Meaning, Process of Organizing, Organization Structure Principles, and Characteristics, Types- Mechanistic and Organic, Organization Structure and Culture, Departmentalization (Functional, Product, Geographical, Customer, Matrix) , Span Of Management, Concept of Responsibility, Authority, Accountability and Delegation, Organizational Culture and Climate.	8
V	Directing, and Controlling Directing- Definition, Characteristics and Importance, Decision Making – Process, Types of Decisions, Leadership - Types, Qualities of Leader, Leader vs. Manager Controlling - Steps in Control Process – Need – Types of Control Methods– Benefits of controlling. , Communication- Process and barriers of communication.	7
VI	Recent Trends in Management Virtual Organizations- Characteristics, Advantages and Limitations. Organizational Diversity- Factors responsible, Benefits and Barriers. Globalization and International Management- Opportunities and risks in Global Business, Green management, Cross-Cultural management.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Essentials Of Management – Koontz And Weinrich 2. Principles Of Management- Dr. KiranNerkar and Dr. Vilas Chopade 3. Principles Of Management – L.M. Prasad 4. Principles Of Management – R.M. Srivastava
2	Reference Books:	1. New Era of Management – Richard L. Daft 2. Essentials of Management – Peter Drucker 3. Management Concept and Strategies – J. S. Chandra
3	Websites:	1. https://hbr.org/ 2. http://www.managementstudyguide.com/
4	Journals:	1. Business Perspectives and Research 2. Vision: Journal of Business Perspectives
5	Supplementary Reading:	1. Harvard Business Review (HBR): Excellent for practitioner-oriented articles on current management trends and research. 2. Journal of Management: Publishes scholarly articles on various management topics.
6	Practical Component	1. Studying organizational structure of any company and classifying it into different types of organizations which are studied and justifying why such structure is chosen by that organization. 2. Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities. 3. Class debate on different basis of departmentalization.



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



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MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL102	ORGANIZATIONAL BEHAVIOR (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	-	-	3	Th(100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,	
CO1	Explain ² the fundamental concepts and significance of Organizational Behavior in business decision-making.
CO2	Analyze ⁴ individual behavior in the workplace with respect to perception, personality, motivation and learning.
CO3	Demonstrate ¹ an understanding of group dynamics, team functioning and leadership in organizations
CO4	Evaluate ⁵ the impact of organizational culture, climate and ethical behavior on employee performance.
CO5	Apply ³ knowledge of power, politics, and communication to manage organizational behavior effectively.
CO6	Design ⁶ strategies to implement organizational change, manage stress and support organizational development.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1		2		
CO2	1				1	
CO3			2			
CO4	2			1		1
CO5		1			1	
CO6	1					

Unit	Content	Hours
I	Introduction to Organizational Behavior Definition, nature, and scope of OB, Evolution of OB as a discipline, Importance of OB in today's business environment, The OB model, Individual, group, and organizational levels and Challenges and opportunities in OB.	8
II	Introduction to Organizational Behavior	8



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	Definition, nature and scope of OB, Evolution of OB as a discipline, Importance of OB in today's business environment, The OB model, Individual, group and organizational levels and Challenges and opportunities in OB.	
III	Group Dynamics and Team Behavior Foundations of group behavior, Types and stages of group development, Group norms, roles, status, size and cohesiveness, Team vs. Group, Building and managing effective teams, Conflict, Types, sources and conflict resolution strategies and Leadership, Theories (Trait, Behavioral, Contingency), styles and effectiveness.	7
IV	Organizational Culture and Climate Meaning and characteristics of organizational culture, Types of organizational culture, Creating and sustaining culture, Organizational climate, Factors and impact on performance, Ethical behavior and corporate social responsibility in OB.	8
V	Power, Politics and Communication Power – Types and sources of power, Organizational politics, Causes, types and political behaviour, Communication, barriers and effective communication, Negotiation skills and strategies and Influence tactics and organizational justice.	7
VI	Organizational Change and Development Organizational change, Forces, types, and resistance, Change management models (Lewin's, Kotter's), Organizational development, Objectives, interventions, and process, Stress management, Causes, effects, and coping strategies, Recent trends in OB – Diversity, emotional intelligence, remote work and digital OB.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Stephen P. Robbins & Timothy A. Judge – Organizational Behavior, Pearson Education 2. Fred Luthans – Organizational Behavior: An Evidence-Based Approach, McGraw Hill
2	Reference Books:	1. Udai Pareek – Understanding Organizational Behaviour, Oxford University Press 2. K. Aswathappa – Organizational Behaviour, Himalaya Publishing House
3	Websites:	1. www.mindtools.com 2. www.businessballs.com
4	Journals:	1. Academy of Management Journal (AMJ) 2. Journal of Organizational Behavior
5	Supplementary Reading:	1. Academy of Management Journal (AMJ) 2. Journal of Organizational Behavior
6	Practical Component	3. Individual Activity; Student will perform the role plays on various topics. 4. Group Activity: Students will work in a team for seminar presentation.



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL103	PRINCIPLES OF ACCOUNTING FOR MANAGERS (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	1	-	4	Th(100)	ISE	30	20	40%
					MSE	20		
					ESE	50		

Course Outcomes: Students will be able to,

CO1	Demonstrate ¹ a clear understanding of accounting concepts, principles, and the accounting equation to analyze basic financial transactions.
CO2	Apply ³ the accounting process to systematically record transactions and prepare journal entries, ledgers, trial balance, and final accounts.
CO3	Prepare ⁴ and interpret a Bank Reconciliation Statement and calculate depreciation using appropriate methods in compliance with accounting norms.
CO4	Construct ⁶ basic financial statements including income statements and statements of fund flow, and interpret their relevance to managerial decision-making.
CO5	Design and evaluate ⁵ simple budgets, perform variance analysis, and understand the importance of responsibility accounting and ethical practices in accounting.
CO6	Analyze ⁴ business scenarios using cost-volume-profit analysis and break-even tools to support operational and strategic decisions.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2			1	
CO2	2					
CO3	2	2				
CO4	2	2		1		
CO5	2	2	1	1	1	
CO6	2	2				2

Unit	Content	Hours
I	Introduction to Accounting: Need of Accounting, Users of Accounting Information, Accounting Principles, and Rules of Accounting, Accounting equation.	9



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II	Accounting Mechanics: Accounting cycle, Preparation of Journal, Ledger, Trial balance and Final Account.	9
III	Reconciliation and Depreciation: Purpose and need of Bank Reconciliation Statement, Preparation of Bank Reconciliation Statement, Meaning of Depreciation, causes of Depreciation, Depreciation methods- Straight line method, Reducing balance method.	9
IV	Preparation of Financial Statement: Objectives of Financial Statements, Preparation of Financial Statement: Income Statement, Statement of Sources of Fund and Application of Funds.	9
V	Budgeting, Performance Evaluation, and Ethics in Accounting Types of budgets: Fixed, Flexible, Zero-based, Variance analysis (Material & Labor), Responsibility accounting, Accounting standards and ethical practices, Role of ICAI, IFRS, GAAP overview.	9
VI	CVP Analysis: Statement of profit, Meaning of Cost-Volume-Profit (CVP) relationship, Contribution, Profit Volume Ratio, Break Even analysis, Limitations and uses of Break- Even analysis, Margin of Safety, Angle of Incidence.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Maheshwari, S. N., & Maheshwari, S. K. (2022). An Introduction to Accountancy (12th ed.). Vikas Publishing House. 2. Tulsian, P. C. (2021). Financial Accounting for Management (6th ed.). Pearson Education. 3. Khan, M. Y., & Jain, P. K. (2020). Management Accounting (7th ed.). McGraw-Hill Education.
2	Reference Books:	1. Horngren, C. T., Sundem, G. L., & Elliott, J. A. (2021). Introduction to Financial Accounting (11th ed.). Pearson. 2. Grewal, T. S., & Gupta, R. K. (2022). Double Entry Book Keeping – Accounting for Class XII (CBSE Edition). Sultan Chand & Sons. 3. Bhattacharyya, A. K. (2017). Essentials of Financial Accounting. PHI Learning. 4. Arora, M. N. (2021). Cost and Management Accounting (11th ed.). Vikas Publishing House. 5. Jain, S. P., & Narang, K. L. (2020). Advanced Accountancy (Vol. 1 & 2). Kalyani Publishers.
3	Websites:	1. https://www.investopedia.com/ 2. https://corporatefinanceinstitute.com/



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4	Journals:	1. Emerald Publishing: International Journal of Accounting & Information Management
5	Supplementary Reading:	1. Robert N. Anthony, David Hawkins, & Kenneth A. Merchant, Accounting: Text and Cases (13th Edition), McGraw-Hill Education
6	Practical Component	1. Journal Entry & Ledger Exercise (Individual Activity): Students will be given a list of business transactions from a simulated small business. They will record journal entries, post to ledger accounts, and prepare a trial balance. 2. Final Accounts Preparation (Classroom Assignment): Based on provided adjustments and ledger balances, students will prepare Trading, Profit & Loss Account, and a Balance Sheet, including treatment of outstanding items and depreciation.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE 1

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√	√	√	√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL104	QUANTITATIVE TECHNIQUES FOR MANAGERS (Ver.1) (Program Core, Department of Management)
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L	T	P	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
3	1	-	4	Th(100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,	
CO1	Demonstrate ² the statistical concept of data classification, tabulation and presentation for decision making in organizations.
CO2	Explain ² the statistical concept of measures of central tendency to solve business and management problems.
CO3	Apply ³ correlation and regression techniques to understand the dependency of business variables.
CO4	Develop ⁶ the business solutions by permutation and combinations of available resources.
CO5	Apply ³ concepts of time series and index numbers in forecasting the performance of business variables.
CO6	Hypothesize ⁶ the business prediction by developing the assumptions and tests.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	Basics of Quantitative Techniques Introduction to Quantitative Techniques, Types of Data, Scale of measurement, Data Collection-Sources and Methods, Data Classification, Tabulation and Presentation, Presentation of Data: Bar Diagram, Pie Diagrams, Histograms, Frequency Polygons, OGIVE curve.	9
II	Measures of Central Tendency & Dispersion Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages, arithmetic Mean, Median & Mode, Range, Quartile deviations,	9



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	Mean deviation, Standard Deviation, Properties of standard deviation & Coefficient of Variation.	
III	Correlation & Regression Analysis Introduction, Correlation, Types of Correlation, Measures of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient, Regression analysis, Regression lines, Regression coefficient.	9
IV	Probability Analysis Permutation & Combination, Cumulative distribution function, Random variable, Definition and properties of Normal distributions. Binomial, Poisson distribution.	9
V	Time Series and Index Number Components of Time series, Secular Trend, Methods of Measuring Trend: Graphical, Semi Average, Moving Averages, Importance and Uses of Index Numbers, Price Index Number & Quantity Index Number.	9
VI	Testing of Hypothesis Introduction, Null & Alternate Hypothesis, Type I and Type II Error, Level of Significance, Level of Significance, One Tail & Two Tail Test, General Procedure of Testing of Hypothesis, t-text, Z-Test & Chi-Square Test.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. S C Gupta & Indra Gupta, Business Statistics. 2. C R Kothari, Research Methodology – Methods Techniques
2	Reference Books:	2. N D Vohra, Business Statistics, Tata McGraw Hill 3. G C Beri, Business Statistics, Tata McGraw Hill 4. Devid M Levine etc, Business Statistics – A First Course, Pearson Publication.
3	Websites:	1. www.stattrek.com 2. www.statisticsbyjim.com
4	Journals:	2. International Journal of Statistics & Management Systems. 3. Journal of Business Management and Economics Statistics.
5	Supplementary Reading:	1. Glyn Davis & Branko Pecar, Business Statistics Using Excel, Oxford University Press
6	Practical Component	1. Individual Activity; Student will review the empirical research papers to understand the application of statistical tools. 2. Group Activity: Students will work in a team for small field based project.



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30						
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



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25MBAL105	BUSINESS ECONOMICS & SUSTAINABILITY (Ver. 0) (Program Core, Department of Management)
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L	T	P	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	30	20	40%
					MSE	20		
					ESE	50		

Course Outcomes: Students will be able to,	
CO1	Explain1 core concepts and frameworks of business economics and sustainability.
CO2	Analyse 4demand, cost structures, and market dynamics using economic tools.
CO3	Apply3 forecasting and production analysis techniques to support business decisions.
CO4	Evaluate5 pricing strategies and competition across various market structures.
CO5	Integrate2 sustainability, CSR, and ESG principles in economic decision-making.
CO6	Interpret2 macroeconomic indicators and policy tools to guide strategic business planning

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2	1		1			
CO3		2			2	
CO4					1	3
CO5		2			1	
CO6				2		

Unit	Content	Hours
I	Introduction to Business Economics Meaning, Scope, and Importance of Business Economics, Economic Problem: Scarcity, opportunity cost and Choice, Time and resource constraints in real-world decision-making, Managerial economics in practice: scenario planning, game theory, and ESG integration Evolution of economic theory: Classical to behavioral economics, Strategic relevance of economics in business planning, Unit economics and start-up metrics: CAC, CLTV, burn rate.	8
II	Demand Analysis and Forecasting Law of Demand, Elasticity of Demand, and its Application, Demand Forecasting Techniques and their Business Use, Consumer Behaviour Theories (Cardinal & Ordinal), Business Case Studies on Demand Analysis.	8
III	Production and Cost Analysis	8



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	Production Function and Laws of Production, Isoquants and Isocosts, Cost Concepts: Short-run and Long-run, Economies of Scale and Learning Curve.	
IV	Market Structures and Pricing Strategies Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Price and Output Determination under Various Market Structures, Pricing Practices and Strategies in the Real Market, Case Studies on Pricing and Competition.	7
V	Economics of Sustainability and Business Practices Concepts of Sustainable Development and Environmental Economics, Cost-Benefit Analysis for Sustainable Projects, Triple Bottom Line and CSR, Green Economy and Business Ethics, ESG Principles, Circular Economy Models & Green Financing.	7
VI	Macroeconomic Framework and Policy Analysis National Income, Inflation, and Unemployment, Fiscal and Monetary Policy Instruments, Economic Cycles and Business Decision Making, Globalization and Sustainable Development Goals (SDGs).	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:

1	Text books	1. H.L. Ahuja, <i>Managerial Economics</i> , S. Chand Publishing 2. P.L. Mehta, <i>Managerial Economics – Analysis, Problems and Cases</i> , Sultan Chand & Sons 3. Dominick Salvatore, <i>Managerial Economics in a Global Economy</i> , Oxford University Press
2	Reference Books:	1. N. Gregory Mankiw, <i>Principles of Economics</i> , Cengage Learning 2. Paul A. Samuelson & William D. Nordhaus, <i>Economics</i> , McGraw-Hill Education
3	Websites:	1. www.economist.com 2. www.worldbank.org 3. www.unep.org 4. https://ed.ted.com/search?q=economics
4	Journals:	1. Harvard Business Review 2. Journal of Environmental Economics and Management
5	Supplementary Reading:	1. Articles from <i>Harvard Business Review</i> , <i>The Economist</i> , and <i>McKinsey Insights</i> 2. Reports from World Bank, IMF, and UNDP on sustainability and global economics 3. Selected research papers on behavioral economics and sustainability economics



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6	Practical Component	1. Case Study Analysis (Unit IV – Market Structures & Pricing) 2. Project-Based Learning Cost-benefit analysis of a sustainable initiative or green business/ Investigate green financing instruments or triple bottom line reporting practices. (Unit V – Economics of Sustainability) 3. Hands-on Workshop Conduct primary research on demand patterns for a product/service/ Build a simple demand forecasting model using historical data. (Unit II – Demand Forecasting) 4. Simulation Activity Managerial decision-making under resource constraints using scenario planning or decision trees. (Unit I – Introduction & Managerial Decision-Making)
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Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE 1

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30	√					
Assessment 2 – Project based Learning			√		√		
Assessment 3 – Hands on practice / Simulation / Seminars			√			√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing			√			√	
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							√



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL106	LEGAL ASPECTS OF BUSINESS (Ver. 0) (Program Core, Department of Management)
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L	T	P	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to:

1	Understand ¹ the legal environment of business.
2	Interpret ² key business laws and statutes.
3	Apply ³ legal principles to managerial decisions.
4	Analyze ⁴ legal issues in business contexts.
5	Draft, examine ⁴ and communicate legal documents.
6	Ensure ⁵ legal compliance and risk mitigation.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1					
CO2	2					
CO3	3		2		1	
CO4		3				
CO5		1		3		
CO6	1	1			1	1

Unit	Contents	Hours
I	Indian Contract Act, 1872 Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law; Law of Contract –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements.	8
II	Sales of Goods Act and Consumer Protection Act Law of sales of Goods – Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights,	8



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	Remedies for breach of contract; Consumer Protection Act-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers	
III	Law of Negotiable Instruments Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, crossing of cheques, Paying banker;	8
IV	Company's Act The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.	8
V	Intellectual Property Laws Intellectual Property Laws: Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright-its Ownership and Infringement of Copyright, Civil Remedies for Infringement, Trademarks and Designs;	8
VI	Regulation to Information Introduction, Right to Information Act, 2005, Information Technology (Amendment) Act, 2008, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences.	8
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources

1	Text books	1. Mercantile Law by N. D. Kapoor 2. Business Law by S. S. Gulshan & G. K. Kapoor
2	Reference Books:	1. Business Law by Kuchhal M. C. 2. Business Law by K. R. Bulchandani
3	Websites:	1. https://www.lawctopus.com/ 2. https://indiacorplaw.in/
4	Journals:	1. India Law Journal 2. Corporate Law reporter 3. India Business Law Journal- Delhi High Court 4. IOSR Journals
5	Supplementary Reading:	1. Bare Acts on Consumer Protection Act 1986 2. Bare Act on Information Technology Act 2008
6	Practical Component	1. Case studies to be discussed on all the above topics 2. Seminars to be conducted on the above topics



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30	√	√	√	√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL107	PROFESSIONAL COMMUNICATION SKILLS (Ver. 0) (AEC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(100)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Describe ¹ to familiarize learners with the mechanics of communication.
CO2	Apply ³ verbal and non-verbal communication skills to interact effectively in business settings and overcome communication barriers.
CO3	Demonstrate ² oral communication skills in interviews, meetings, presentations, and group discussions using effective delivery techniques.
CO4	Explore ⁵ the modern communication technologies and use digital communication tools effectively with proper etiquette and critical thinking in virtual business interactions.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		1			
CO2			2	2		
CO3					1	1
CO4		1		2		
CO5						
CO6						

Unit	Content	Hours
I	Effective Business Communication Meaning Nature, importance, and forms of communication, Email Writing & Professional Writing, Role of communication in today's business, Basic Grammar and how to use in English Communication, Personal Introductions, Facing Audience Understand and use JoHari Window for self- development and Ethics in professional communication.	8
II	Verbal and Non-Verbal Communication Non-verbal communication: Nonverbal Cues, Kinesics, Haptic and Proxemics Body language, Facial Expressions, how to carry yourself professionally (grooming and dining etiquettes), Effective communication in Formal and Informal Environment Barriers to communication and Measures to overcome barriers to communication.	8



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III	Oral Communication in the Workplace Public Speaking & Presentations Skills , Techniques for effective delivery (tone, body language, clarity), Communication in interviews, meetings, and negotiations Group discussions and debates.	7
IV	Communication Technology Communication through social and digital media, Video conferencing etiquette, Group Discussion, Critical Thinking and Use of communication tools.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Meenakshi Raman & Prakash Singh – Business Communication, Oxford University Press 2. P.D. Chaturvedi & Mukesh Chaturvedi – The Art and Science of Business Communication, Pearson 3. Lesikar, Flatley, Rentz – Business Communication: Making <i>Connections in a Digital World</i> , McGraw Hill
2	Reference Books:	1. Business Communication – Lesikar, Flatley, Rentz&Pande, 11/e, TMH, 2010 2. How to win Friends and Influence People by Dale Carnegie
3	Websites:	2. https://www.skillsyouneed.com/ 3. https://www.psychologytoday.com/us
4	Journals:	4. Business and Professional Communication Quarterly (SAGE) 5. Journal of Business Communication
5	Supplementary Reading:	6. Talk Like TED by Carmine Gallo 7. HBR Guide to Persuasive Presentations by Nancy Duarte
6	Practical Component	1. Individual Activity; Student will analyze the real life case study 2. Group Activity: Students will work in a team for seminar presentation on concepts of subjects.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	100				



**SCHOOL of ENGINEERING
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Constituent Unit of
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(DEEMED TO BE UNIVERSITY), KOLHAPUR
Notification No. F.9-26/2004- U.3 dt. 01-09- 2005 of the GOI
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Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)					
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
Assessment 1 – Case Study	50	√	√	√	√
Assessment 2 – Project based Learning					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√	√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					



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25MBAL108	OFFICE AUTOMATION (Ver. 1) (SEC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks for Passing	Minimum Passing %
-	-	4	2	Pr (100)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Discuss ² MS Word, Excel, PowerPoint tools required in organizations
CO2	Apply ³ different mathematical and statistical excel functions.
CO3	Demonstrate ² data analysis tools using Excel tool for organization.
CO4	Develop ⁶ business solutions by forecasting the business performance using Office Automation tools.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					1
CO2						2
CO3						2
CO4	2			1		

Unit	Content	Hours
I	MS Word Save a document HOME TAB- Font, Paragraph, Styles, Editing, Formatting, INSERT TAB -Pages, Tables, Illustrations, Header, Footer, Text, Layout, Spelling Grammar, Mail Merge, Protect your Document with Passwords, Permission.	7
II	MS Excel Save a document HOME TAB- Font Alignment, Number Editing, INSERT TAB - Pages, Tables, Illustrations, Header, Footer, Charts, Mathematical and Statistical Calculations, PAGE LAYOUT- Page Setup, Orientation, Printing Basics, DATA TAB Sort and Filter,	7
III	MS Power Point HOME TAB- Slides, Font, Paragraph, Drawing, Editing, INSERT TAB- Tables, Images, Illustrations, Design, Themes, Transitions, Animation, Slide Show, Record, Review.	8
IV	Office Automation Tools Google Services, Google Forms, MS Outlook, LinkedIn, TOOLS of social media for business information.	8



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Note:	1. Practical assignment on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	
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Learning Resources:

1	Text books	1. Lambert III and Joyce Cox(Apr 8, 2011) 2. Microsoft Word 2010 Step by Stepby Joyce Cox and Joan Lambert 3. PowerPoint 2010 Bible [Paperback] by Faithe Wempen
2	Reference Books:	1. Microsoft Word 2010 in Depth by Faithe Wempen 2. Microsoft PowerPoint 2010 Plain & Simple by Nancy Muir 3. Office 2010 Bible by John Walkenbach, Herb Tyson, Michael R. Groh, Faithe Wempen
3	Websites:	1. https://www.coursera.org/learn/microsoft 2. https://www.geeksforgeeks.org/
4	Journals:	NA
5	Supplementary Reading:	1. https://www.mcrhrdi.gov.in/ 2. https://www.tutorialspoint.com/word
6	Practical Component	Student will practice various MS office tools to understand the applications

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	50				

Suggestive Formative Assessment Tools/Methods for ISE

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
Assessment 1 – Case Study	50				
Assessment 2 – Project based Learning					
Assessment 3 – Hands on practice / Simulation / Seminars		√	√	√	√



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Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).		√	√	√	√



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25MBAL109A	MOOC (Ver.1) (VAC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
-	2	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,

CO1	Demonstrate ³ self-motivation for using Open Educational Resources (OERs) for self-development.
CO2	Identify ² suitable educational resources for active open learning.
CO3	Plan ² a structured learning experience using a range of available resources.
CO4	Use ³ OER for self-development.
CO5	Demonstrate ² the learnings from discipline specific MOOC course.
CO6	Evaluate ⁵ the Outcomes by producing the completion of certificate from discipline specific MOOC course.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

	Content
	- Learners are encouraged to opt for Massive Online Open Courses (MOOCs). Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India. (AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016). - A Massive Open Online Course (MOOC) aimed at unlimited participation and open access via the web. In addition to traditional course materials, such as filmed lectures, readings, and problem sets, many MOOCs provide interactive courses with user forums to support community interactions among students, professors, and teaching assistants



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	(TAs), as well as immediate feedback to quick quizzes and assignments. • Massive Open Online Courses (MOOCs) are available for anyone to enroll. MOOCs provide an affordable and flexible way to learn new skills, advance your career and deliver quality educational experiences at scale. • A course coordinator / faculty guide shall be assigned for such courses. The course coordinator / faculty guide shall oversee the progress of the learner as well as evaluate the learner. The learner shall select the Course that he/she desires to opt for and submit proposed course study relevant to his/her domain area. The course coordinator / faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic. • There is no defined syllabus for the MOOC courses in curriculum. Since MOOC is a guided self-study course. Min. 8 weeks / minimum 38-40 hours of work shall be equivalent to two credit. • Students shall apply to the HOD through MOOC coordinator of the School in advance and seek permission for seeking credit for the proposed MOOCs, he/she wishes to pursue through departmental MOOC coordinator. • The commencement date and completion date of the MOOC such as Professional Certifications shall be within the admission date for the MBA programme or before the completion of MBA. Student has to submit a certificate regarding successful completion of the MOOCs course duly signed by the competent authority and issued through the Host Institution to the departmental MOOC Coordinator before end of the semester. The marks or grade sheet / Certificate regarding successful completion of the MOOCs course of the student that counts for final award of the credit by the University. In case due to any genuine reason or official/technical difficult to get the course completion certificate from the competent authority within said period, in such situation the departmental MOOC Coordinator or faculty subject expert will evaluate the students for the practical/lab component and accordingly incorporate these marks/grade in the overall marks/grade which can be considered for credit count. • Note: University consider minimum Four-week course as equivalent to one credit, minimum eight-week course as equivalent to two credit, minimum twelve-week course as equivalent to three credit, and so on; Student can select any number of credit course but as per curriculum structure and considering semester time span, a student can earn maximum two credits after successful completion of course only on his/her grade sheet. Swayam, NPTEL or any other platform courses can be considered after the approval of HOD. Thus, it is advisable to students that they should go for minimum 8 weeks course / two credit course and student needs to submit the hard copy and soft copy of the completion certificate compulsory.
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Learning Resources:

1	Text books	Not Applicable
2	Reference Books:	Not Applicable
3	Websites:	1. https://epgp.inflibnet.ac.in/Home 2. https://ebooks.inflibnet.ac.in/eadhyayan/ 3. https://ugcmoocs.inflibnet.ac.in/
4	Journals:	Not Applicable
5	Supplementary Reading:	1. e-Adhyayan (e-Books)
6	Practical Component	Discussion forums, quizzes, assignments, sessional and final examinations base on discipline specific MOOC course.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE/ POE	50	√	√	√	√	√	√
Total	50						

Suggestive Formative Assessment Tools/Methods for ISE :

The Department shall evaluate the students registered for MOOCs courses based on discussion forums, quizzes, assignments, sessional and final examinations set by the respective course coordinator/ faculty guide.

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment – MOOC Online Certification Courses	50	√	√	√	√	√	√



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL109B	RURAL IMMERSION (Ver.1) (SEC, Department of Management)
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L	T	P	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
-	-	-	Au	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Understand ¹ rural and social development issues through field exposure.
CO2	Apply ³ theoretical knowledge to real-life social and community challenges.
CO3	Critically evaluate ⁵ the impact of development interventions and propose improvements
CO4	Demonstrate ² skills in communication, data collection, problem-solving and teamwork.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1		2		
CO2	2		1		1	1
CO3		1		2	1	1
CO4	1		2	1		1

	Guidelines	
	Program Description Program Type: Experiential Learning / Field-based Internship Duration: 1 Week The Social and Rural Internship Program for BBA students is designed to provide a hands-on understanding of the rural economy, social challenges and grassroots-level administration in India. It aims to bridge the gap between classroom learning and real-world rural experiences, allowing students to apply management concepts in underdeveloped or developing areas. Through fieldwork with NGOs, local government bodies, SHGs or rural enterprises, students will engage in areas such as rural entrepreneurship, financial literacy, agricultural supply chains, education, health, sanitation and women empowerment. The internship will also help students observe the functioning of government schemes like MGNREGA, PMKVY and Swachh Bharat Abhiyan. This program emphasizes values like empathy, leadership, ethical responsibility, and inclusive development crucial for responsible management professionals in today's world. Roles and Responsibilities Students: Identify internship area with support from faculty/institution.	



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	- Maintain a daily activity logbook. - Submit a report and give a presentation at the end of the internship. - Uphold ethical conduct and community respect.	
Note:	3. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 4. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	NA
2	Reference Books:	NA
3	Websites:	NA
4	Journals:	NA
5	Supplementary Reading:	NA
6	Practical Component	1. Group Activity: Students will work in a team for given project.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	50				

Suggestive Formative Assessment Tools/Methods for ISE

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
Assessment 1 – Case Study	50				
Assessment 2 – Project based Learning					
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test					
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing		√	√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					



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SEMESTER-II

Sr. No	Course Code	Course Type	Name of the Course	Teaching Scheme			Credits	Total Marks	Evaluation Scheme			
				L	T	P			Type	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	25MBAL 201	CC	Financial Management	2	1	--	3	100	ISE	30	20	40%
									MSE	20		
									ESE	50		
2	25MBAL 202	CC	Marketing Management	2	1	--	3	100	ISE	30	20	40%
									MSE	20		
									ESE	50		
3	25MBAL 203	CC	Human Resource Management	2	1	--	3	100	ISE	30	20	40%
									MSE	20		
									ESE	50		
4	25MBAL 204	CC	Operation Management	2	1	--	3	100	ISE	30	20	40%
									MSE	20		
									ESE	50		
5	25MBAL 205	CC	Introduction To Design Thinking	2	1	--	3	100	ISE	30	20	40%
									MSE	20		
									ESE	50		
6	25MBAL 206	CC	Business Research Methods	2	1	-	3	100	ISE	30	20	40%
									MSE	20		
									ESE	50		
7	25MBAL 207A/ 207B/ 207C	AEC	Foreign Language: German / French /Japanese	2	--	--	2	50	ISE	50	20	40%
8	25MBAL 208	AEC	Introduction to Data Analytics	1	--	2	2	50	ISE	25	20	40%
									POE	25		
9	25MBAL 209A / 25MBAL 209B	SEC (Any One)	Life Skills for Managers / Management Lessons from Indian History	--	2	--	2	50	ISE	50	20	40%
10	25MBAL 210	FP (Any One)	Field Project / Conference Paper /Competition	--	--	--	1	50	ISE	50	20	40%
Total				15	8	4	25	800	Total Credit=25 , Total Hours HR=27			

Note: *Note- Student has to earn minimum 50% of ISE marks to be eligible for ESE.

L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age, CC: Core Course, DSE: Discipline Specific Elective, AEC: Ability Enhancement Course, SEC: Skill Enhancement Course, VAC: Value Added Course, MDE: Multi-Disciplinary Elective course, ISE: Internal Student Evaluation, MSE- Mid Semester Evaluation, ESE End Semester Examination FEP : Faculty Evaluation Practical, POE : Practical Oral Examination. OE- Oral Examination



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL201	FINANCIAL MANAGEMENT (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks for Passing	Minimum Passing %
2	1	-	3	Th (100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,	
CO1	Understand ¹ the basic concept of financial management.
CO2	Apply ³ different techniques for financial analysis.
CO3	Apply ³ working capital management for business decision making.
CO4	Use ³ of Capital budgeting for decision making in an organization.
CO5	Use ³ of receivable and payable management for better cash management.
CO6	Understand ¹ the concept of dividend policy.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2				
CO2	3		1	1	3	2
CO3	3		1	1	3	2
CO4	3		1	1	3	2
CO5	1			2		
CO6				2		

Unit	Content	Hours
I	Introduction to Finance: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial Analysis- Concepts and objectives.	9
II	Tools of Financial Analysis: Trend analysis, common size statements, comparative statements: Concepts of Ratio Analysis, Interpretation of Ratio, Advantages and Limitations of Ratio Analysis and Interpretation of Financial Statement Using the techniques of Ratio Analysis	9
III	Working Capital Management: Concept of Gross and Net Working Capital, Use and Importance of Working Capital, Working Capital Cycle, Influencing Factors, Requirement of Working Capital	9
IV	Cost of Capital & Capital Budgeting:	9



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	Meaning, Factors Affecting Cost of Capital, Measurement of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital Concept and techniques of Capital Budgeting Decisions, Meaning and importance, Evaluation of different proposals under capital budgeting and use in decision making.	
V	Receivable and Payable Management: Meaning, objectives, Factors determining credit policy, approaches to evaluate credit policy, Payable Management: Meaning cost and benefits of trade credit, computation of cost of creditors	9
VI	Dividend Policy: Meaning, different theories of dividend policy, Forms of Dividends & Factoring.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Kapil Sheeba, —Financial Management" Pearson Publication House. 2. Jonathan Berk, Peter, "Financial Management" Pearson Publication House. 3. Sharan Vyuptakesh, —Fundamentals of Financial Management" Pearson Publication.
2	Reference Books:	1. Pandey I M - Financial Management (Vikas, 2004, 10th Ed.) 2. Van Horne - Financial Management and Policy (Prentice Hall, 2003,12thEd.) 3. Shapiro- Multinational Financial Management (Wiley Dream tech) 4. Sheebakapil-Fundamental of financial management (Pearson)
3	Websites:	1. https://finshots.in/ 2. https://www.livemint.com/ 3. https://www.businesstoday.in/ 4. https://www.magzter.com/ 5. https://link.mail.bloombergbusiness.com/public/13091503
4	Journals:	1. Prabhandan: Indian Journal of Management 2. IUP Journals 3. ICSI Journals
5	Supplementary Reading:	1. Financial Express 2. Economics Times
6	Practical Component	1. Practical Problems on Ratio Analysis 2. Practical Problems on Capital Budgeting 3. Practical Problems on Working Capital



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30		√	√	√		
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√		√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing				√	√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL202	MARKETING MANAGEMENT (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	30	20	40%
					MSE	20		
					ESE	50		

Course Outcomes: Students will be able to,	
CO1	Define ¹ basic concepts, definitions, and the changing function of marketing in contemporary business, such as the value and market scope of marketing.
CO2	Assess ⁴ the marketing environment with tools like environmental scanning and competitive analysis to facilitate strategic marketing planning.
CO3	Explain ² consumer and organizational buying behavior by defining psychological and sociocultural factors that impact the buying decision process.
CO4	Use ³ the concepts of the marketing mix (4Ps and 4As) to create product, price, place, and promotion strategies that are appropriate for various market conditions.
CO5	Assess ⁴ and design segmentation, targeting, and positioning (STP) strategies to meet chosen markets effectively.
CO6	Develop ⁶ a generic marketing plan that includes research findings, market forces, and ethical factors to solve real-life marketing problems.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2			
CO2		1			2	
CO3						1
CO4	1			2		
CO5		1				1
CO6			2		1	

Unit	Content	Hours
I	Understanding Marketing Management: Introduction, Definition, Marketing for new realities. The value of marketing, The scope of marketing, Core concept of marketing, Company orientation towards market place.	9
II	The Market Environment: Introduction, Environmental Analysis, Techniques for environmental scanning, Competition Analysis, Marketing Planning, Marketing Research.	9



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III	Connecting with Customer: Introduction, Buyer-An enigma, factors influencing consumer behavior. Key psychological processes, the buying decision process, organizational buying. Tapping into global market. B to C, C to C, Etc.	9
IV	Marketing Mix (Product & Price): 4P's of Marketing mix, 4A's of Marketing mix (Acceptability, Affordability, Accessibility and Awareness), Setting of Product Strategy, Designing and Managing Services, introducing new product offerings, Developing pricing strategies and programs.	9
V	Marketing Mix (Place & Promotion): Developing pricing Strategies and program, Price adapting, Designing and managing integrated Marketing communication, Managing Mass Communication.	9
VI	Segmentation, Targeting and Positioning the Market (STP): Introduction, Need of Segmentation, Bases of Segmentation, how to Segment the 06 Market, Targeting Strategies, Positioning and its Types.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Philip Kotler, Kevin Lane Keller, "Marketing Management" Pearson Publications 2. Rajan Saxena, "Marketing Management", The McGraw-Hill Companies Publication
2	Reference Books:	1. Vijay Prakash Anand, "Marketing Management, An Indian Perspective" Wiley India Pvt. Ltd. 2. Joel R. Evans, Berry Berman - "Marketing Management".
3	Websites:	1. https://www.marketingweek.com/ 2. https://www.marketingbrew.com/
4	Journals:	1. Journal of Marketing Management: Taylor and Francis. 2. Sage Journals: Journal of Marketing
5	Supplementary Reading:	1. Roger J. Market-Based Management – Strategies for Growing Customer Value and Profitability. 5th ed. Prentice Hall, 2009. ISBN: 9780132336536.
6	Practical Component	1. Individual Activity: Student will be asked to do Market Survey for the product which will be allotted to them and they need to design a marketing strategy based on their findings. 2. Case Study: Students will work on case studies involving real-life business problems, applying theoretical knowledge to develop well-reasoned strategies and recommendations. 3. Role Play: As part of the role play activity, students will enact real-world business situations by taking on various professional roles, enhancing their practical understanding of workplace dynamics.



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30			√	√	√	
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL 203	HUMAN RESOURCE MANAGEMENT (Ver. 0) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	30	20	40%
					MSE	20		
					ESE	50		

Course Outcomes: Students will be able to,	
CO1	Understand ¹ and explain the fundamental concepts, functions and strategic importance of Human Resource Management in modern organizations.
CO2	Apply ³ HR planning, recruitment and selection techniques to real-world talent acquisition scenarios.
CO3	Analyze ⁴ training, development and career planning strategies to enhance employee capabilities and organizational effectiveness.
CO4	Evaluate ⁵ performance management systems and compensation practices to support employee motivation and organizational goals.
CO5	Examine ⁴ key labour laws, employee relations frameworks, and ethical issues in HR decision-making.
CO6	Demonstrate ² the ability to use HR analytics, digital tools, and technology-driven practices to solve HR challenges and enhance workforce management.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		2			
CO2	1					
CO3	1	1	1		2	
CO4					1	3
CO5		2				
CO6				3		

Unit	Content	Hours
I	Foundations of Human Resource Management Evolution and Scope of HRM from Personnel to Human Capital Management, HRM vs Personnel Management, Strategic Role of HRM in Organizations, Role of HR Manager in the Digital Era, HRM and Organizational Performance, Current Trends: Agile HR, Employee Experience (EX)	8
II	Talent Acquisition and Workforce Planning Human Resource Planning and Forecasting, Job Analysis and Competency Mapping, Recruitment Strategies: Employer Branding, Social Hiring, Campus & Lateral	8



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	Hiring, Selection Methods: Psychometric Tests, AI-Based Screening, On boarding & Induction Programs, DEI (Diversity, Equity & Inclusion) in Talent Acquisition.	
III	Learning, Development, and Career Management Training Need Analysis (TNA), Learning & Development: Methods and Modalities (Online, Experiential, Blended), Competency Development and Succession Planning, Career Management and Talent Pipelines, Coaching, Mentoring, and Leadership Development Programs Learning ROI and KPIs.	8
IV	Performance & Compensation Management Performance Management Systems (PMS): KPIs, OKRs, and Balanced Scorecards, Performance, Appraisal Tools: 360-degree, BARS, MBO, Compensation Structures: Fixed, Variable, CTC Components, Executive Compensation and Incentive Plans, Pay Equity, Gender Pay Gap, and Legal Aspects, Total Rewards Strategy.	7
V	Industrial Relations and Labour Laws Employee Relations and Conflict Management, Trade Unions and Collective Bargaining, Disciplinary, Procedures and Grievance Redressal, Overview of Key Labour Laws, (Factories Act, ID Act, Payment of Wages Act, etc.), Workplace Ethics and Code of Conduct, Industrial Relations in the Gig Economy.	7
VI	HR Technology, Analytics, and Future Trends HRIS, ATS, and ERP Systems, HR Analytics: Metrics, Dashboards, Predictive Tools, Role of AI and Automation in HRM, Remote Work and Hybrid Workforce Management Sustainability, ESG & HR's Role in CSR, Emerging Trends: Quiet Quitting, Workplace Wellbeing, Employee Advocacy.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:

1	Text books	1. Gary Dessler – Human Resource Management 2. K. Aswathappa – Human Resource Management 3. VSP Rao – Human Resource Management: Text and Cases
2	Reference Books:	1. Michael Armstrong – A Handbook of Human Resource Management Practice 2. Luis R. Gomez-Mejia, David Balkin & Robert L. Cardy – Managing Human Resources
3	Websites:	1. SHRM – Society for Human Resource Management 2. HBR – Harvard Business Review (HR Articles & Case Studies) 3. People Matters – HR and Talent Management Insights 4. HRZone – HR News, Opinions, Trends
4	Journals:	1. The International Journal of Human Resource Management 2. Human Resource Management Journal (Wiley) 3. Journal of Human Resources.



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5	Supplementary Reading:	- Goleman, Daniel – Emotional Intelligence - Articles on <i>Agile HR</i>, <i>EX (Employee Experience)</i>, and <i>Future of Work</i> from McKinsey, Deloitte, and BCG insights - DEI reports and white papers by World Economic Forum and UN Women.
6	Practical Component	- Analyze and present current trends in HR (Agile HR, EX, hybrid work models) using real-time data from industry portals or whitepapers. - Design a recruitment plan for a startup, including job descriptions, sourcing strategy, and selection tools. - Prepare a training calendar and delivery model for an employee development program.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE 1

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30			√			√
Assessment 2 – Project based Learning		√			√		
Assessment 3 – Hands on practice / Simulation / Seminars		√			√		
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing		√	√				
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).				√	√		



DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL204	OPERATIONS MANAGEMENT (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,

CO1	Remember ¹ basic terms and concepts related to Production & Operations Management
CO2	Explain ² the basic concepts of strategic management, generic strategic alternatives and its process.
CO3	Apply ³ the selective Inventory Control Techniques to Identify the best suitable technique for organization.
CO4	Design ⁶ a typical Supply Chain Model for a product / service and analyze its linkages with Customer Issues and Business Issues in a real world context.
CO5	Analyze ⁴ the quality standards for the products and services by considering its dimensions.
CO6	Identify ⁵ the technological gaps in the industries and develop the solutions.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1				
CO2	1		2			1
CO3	1				2	
CO4		1			1	
CO5		1	1			
CO6				2		1

Unit	Content	Hours
I	An Overview of Operations Management Concept of Operations Management, Types of Production System, Objectives & Scope of Operations Management, Operations in Service Sector, Manufacturing Operations (Goods) versus Service Operations, Decisions in Operations Management. Recent Trends in Operations Management: JIT, Lean Management.	7



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II	Operations Facility Management Facility Location: Importance, Procedure of Finalizing Location Decisions, Factors Affecting Location Decision. Facility Layout: Objectives, Importance, Types, Factors Influencing Plant Layout. Material Handling: Objectives, Scope, Principles of Material Handling, Classification of MH Equipment, Selection of MH Equipment.	7
III	Production Planning & Inventory Management Meaning, Objectives, Elements of Production Planning & Control. Make or Buy Decision. Inventory Management: Meaning, Types of Inventory, Objectives of Inventory Management, Selective Inventory Control Techniques: EOQ, ABC, HML, FSN, VED, SOS, GOLF (Numerical Treatment on Basic EOQ Model, ABC)	7
IV	Supply Chain & Quality Management Logistics: Introduction, Logistics Activities, Types of Logistics, Service Logistics (3PL, 4PL). Supply Chain Management: Concept, Definition of SC, Evolution of SCM, Functions and Activities of SCM, Logistics Vs SC.	7
V	Quality Management Meaning & Definitions of Quality Dimensions of Quality, Quality control and Quality assurance, Quality Control Tools, Quality Standards, ISO Quality Certifications.	7
VI	Advance Manufacturing Technologies Role of AI in Manufacturing, Industry 4.0, JIT, LEAN, Agile & Flexible Manufacturing Technologies, Lean and Green manufacturing, Technology advancements and usage in Operations and SCM.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. S.A.Chunawalla And D. R. Patel: Production And Operations Management, Himalaya Publishing House, Mumbai. 2. R. Paanneerselvam, Production And Operations Management, Eastern Economy Edition, New Delhi 3. John O McClain And L.Joseph Thomas: Operations Management-Production of Goods And Services, Prentice Hall India, New Delhi.
2	Reference Books:	1. N.D. Vohra: Quantitative Techniques in Management (2021), Tata MacGraw Hill 2. J.K. Sharma: Operations Research Problems and Solutions (2017), Macmillan India. 3. Hamdy A. Taha: Operations Research (2019), Pearson Education.
3	Websites:	1. https://www.knowledgehut.com/blog/project-management/operations-Management
4	Journals:	1. IUP Journal of Operations Management



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		2. Journal of Operations & Strategic Planning (New) 3. Vikalpa: The Journal for Decision Makers
5	Supplementary Reading:	1. Operation Research: Theory and application J. K. Sharma Trinity press
6	Practical Component	1. Studying Production process of any local manufacturing organization and classifying it into different types of production. 2. Identifying and visiting any local business to study its Location & Layout Strategies. 3. Library Exercise on Recent Trends in Operations Management undertaken by any one company of your choice.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30			√	√	√	
Assessment 2 – Project based Learning		√	√	√			
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test							
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√



DEPARTMENT OF MANAGEMENT

CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL205	INTRODUCTION TO DESIGN THINKING (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	1	-	3	Th(100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,	
CO1	Understand ¹ and explain the core principles of Design Thinking in a business context.
CO2	Apply ³ empathy and user research techniques to uncover deep user insights.
CO3	Frame ³ actionable problem statements and ideate creative, user-centric solutions.
CO4	Build ⁶ and refine prototypes to visualize and test ideas effectively.
CO5	Conduct ³ user testing and interpret feedback for continuous design improvement.
CO6	Integrate ² design thinking into business strategies, innovation processes, and team collaboration.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1			2	
CO2						1
CO3		2	1			
CO4	1					
CO5			1	2		1
CO6		1				

Unit	Content	Hours
I	Fundamentals of Design Thinking Origin and evolution of Design Thinking, Key principles: Empathy, Define, Ideate, Prototype, Test, Importance of human-centered innovation, Role of Design Thinking in business, management, and entrepreneurship, Differences between traditional problem solving and design thinking approach.	7
II	Empathy and User Research Importance of empathy in problem-solving, Techniques for understanding user needs: Interviews, observations, empathy maps, Stakeholder analysis and customer journey mapping, Identifying user pain points and motivations and Framing the right problem.	7
III	Define and Ideate	7



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	Converting insights into needs, Defining Point-of-View (POV) statements, Brainstorming techniques – SCAMPER, mind maps, and "How Might We" questions, Encouraging divergent and convergent thinking, Ideation tools and idea prioritization methods	
IV	Prototyping Purpose and types of prototypes, Low-fidelity vs high-fidelity prototyping, Rapid prototyping tools and materials, Creating storyboards, mock-ups, wireframes, Iterative prototyping and learning from failure	7
V	Testing and Validation Principles of user testing, Gathering and analyzing feedback, Iteration and improvement based on insights, A/B Testing and MVP (Minimum Viable Product) Metrics for validating design ideas.	7
VI	Design Thinking in Business Context Applications in marketing, HR, strategy, operations, services, Case studies from leading companies (e.g., IDEO, Apple, Google, IBM), Design thinking for start-ups and social innovation, Embedding design thinking in organizational culture Capstone project / Group challenge presentation.	7
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Tim Brown – Change by Design: How Design Thinking Creates New Alternatives for Business and Society, Harvard Business Review Press 2. Jeanne Liedtka & Tim Ogilvie – Designing for Growth: A Design Thinking Toolkit for Managers, Columbia Business School Publishing
2	Reference Books:	1. Tom Kelley & David Kelley – Creative Confidence: Unleashing the Creative Potential Within Us All, Crown Business 2. Peter G. Rowe – Design Thinking, MIT Press
3	Websites:	2. https://www.ideo.com 3. https://www.interaction-design.org
4	Journals:	1. Harvard Business Review – Innovation and design thinking features 2. Journal of Business Research – Innovation and customer-centered strategies
5	Supplementary Reading:	1. Eric Ries – The Lean Startup (relevant for MVP and iteration) 2. Jake Knapp – Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days
6	Practical Component	1. Students conduct interviews and observations to identify a real user problem 2. Create paper or digital mockups of their proposed solution, followed by a feedback session with users or peers.



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30				√	√	√
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√			
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing							
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).					√	√	√



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CURRICULUM FOR

MASTER OF BUSINESS ADMINISTRATION (Scheme 2025-26)

25MBAL206	BUSINESS RESEARCH METHODS (Ver.1) (Program Core, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks for Passing	Minimum Passing %
2	1	-	3	Th (100)	ISE	30		40%
					MSE	20		
					ESE	50	20	

Course Outcomes: Students will be able to,	
CO1	Define ² the Types of Research and the Process of Research in detail.
CO2	Develop ⁶ research design as per the objective of the research.
CO3	Describe ² the various Methods of Research Design in detail and Describe Sampling design.
CO4	Illustrate ³ the Primary & Secondary Sources of data collection and demonstrate
CO5	Analyze ⁴ the collected data for better decision making.
CO6	Design ⁶ Research Report & Presentation.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2				1
CO3	1				2	
CO4		2		2		1
CO5			1			
CO6				1		2

Unit	Content	Hours
I	Foundations of Business Research: Meaning, Objectives of Research; Types of Research; Research Process; Features of a Good Research Study. Research Application in Business Management. Identification of Research/Management problem.	9
II	Research Design: Concept and importance of research design, Types of research design, features of good Design, Sampling Design steps in sample Design, determining size of sample. Statistical design. Review of Literature, Setting of Objectives, Framing of Hypothesis.	9
III	Measurement & Scaling Techniques: Concept of Measurement, Problems in Measurement in Management Research; Levels of Measurement - Nominal, Ordinal, Interval, Ratio. Concept of Scale,	9



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CURRICULUM FOR

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	Scaling Techniques. Requisites of a Good Questionnaire, Designing a Questionnaire.	
IV	Data Collection and Preparation: Primary and Secondary data, Methods and tools of data collection. Construction of good questionnaire, Editing, Coding, Classification, Tabulation, Graphical representation.	9
V	Processing and Analyzing data: Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Inferential Analysis („t“ test, Chi- Square test, F test), Testing of hypothesis, Procedure for hypothesis testing. Parametric and Non parametric test of hypothesis. Confidence level. Use of Ms-Excel and SPSS for data analysis, descriptive and inferential statistics.	9
VI	Types and Layouts of Report: Layout of Research Paper. Precautions in preparing reports; Drawing suggestion & conclusion; APA & MLA, Citation, Bibliography and Annexure in the Report-it's Significance, Report Writing.	9
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class.	

Learning Resources:

1	Text books	1. Research Methodology: Methods and Techniques by C. R. Kothari Revised reprint, New Age International, 2004. 2. Research Methodology Concepts & Cases by Deepak Chawala & Neena Sondhi. Vikas Publication.
2	Reference Books:	1. Research Methodology, D K Bhattacharyya, 2E, Excel Books India, 2006. 2. Research Methodology, R. Panneerselvam,, 2E, PHI Learning Pvt. 2014.
3	Websites:	1. https://www.qualtrics.com/en-au/experience 2. https://research-methodology.net/
4	Journals:	1. Electronic Journal of Business Research Methods. 2. Journal of Indian Business Research Emerald Publishing.
5	Supplementary Reading:	1. IBISWorld - Industry Market Research, Reports, & Statistics.
6	Practical Component	1. Individual Activity: Seminar Presentation to understand the concepts and terminologies in Business Research Methods. 2. Group Activity: Students will work in a team for Case Study Presentations based on real time scenario in Business Research Methods.



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Evaluation Scheme:							
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
ISE	30	√	√	√	√	√	√
MSE	20	√	√	√			
ESE	50	√	√	√	√	√	√
Total	100						

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)							
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	30		√	√	√		
Assessment 2 – Project based Learning							
Assessment 3 – Hands on practice / Simulation / Seminars / Class Test		√	√	√		√	
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing				√	√	√	√
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).							



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25MBAL 207A / 25MBAL 207B / 25MBAL 207C	FOREIGN LANGUAGE: GERMAN /FRENCH/JAPANESE (Ver. 0) (AEC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
2	-	-	2	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,

CO1	Demonstrate ¹ basic conversational skills in the chosen foreign language for everyday and business contexts.
CO2	Apply ³ fundamental grammar rules and vocabulary to construct simple sentences relevant to professional and social situations.
CO3	Comprehend ² and respond to common written and spoken materials such as emails, announcements, and dialogues in a business environment.
CO4	Exhibit ⁴ awareness of cultural nuances and etiquette essential for effective cross-cultural communication in international business settings.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2	1		1			
CO3		2			2	
CO4					1	3

Unit	Content	Hours
I	Introduction to the Language and Culture Alphabets, numbers, days, months, seasons, time, Basic greetings, introductions, and courtesies, Cultural insights and business etiquette, Pronunciation and phonetics practice.	8
II	Vocabulary and Grammar Basics Nouns, pronouns, articles, verbs, adjectives, Singular and plural forms, Basic sentence structure: Affirmative, Negative, Interrogative, Useful vocabulary: professions, nationalities, common objects.	8
III	Communication in Business Context Introducing oneself in a professional setting, making appointments, phone/email etiquette, Asking and giving directions, travel and hotel vocabulary, Basic workplace conversation: meetings, tasks, work environment.	8
IV	Reading, Writing & Role Plays: Reading simple texts (menus, advertisements, schedules), Writing short notes, emails, and filling out forms, Role plays and	7



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	situational dialogues: business trips, shopping, dining, Listening comprehension: Audio clips of native speakers.	
Note:	1. Case studies on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:

1	Text books	1. German: Schritte International A1 by Daniela Niebisch et al. – Hueber Verlag 2. French: Le Nouveau Taxi! 1 by Capelle & Menand – Hachette 3. Japanese: Minna no Nihongo I (Main Textbook & Translation) – 3A Corporation
2	Reference Books:	1. Practice Makes Perfect Series (German/French/Japanese) – McGraw-Hill 2. Essential Grammar in Use – Cambridge University Press 3. Business Language and Culture (German/French/Japanese) – Collins or Berlitz Business Language Guides
3	Websites:	1. https://www.dw.com/en/learn-german – Deutsche Welle (German) 2. https://apprendre.tv5monde.com/en – TV5MONDE (French) 3. https://www.nhk.or.jp/lesson/english/ – NHK World (Japanese)
4	Journals:	1. International Journal of Language and Linguistics 2. Journal of Language Teaching and Research 3. Asian EFL Journal (for Japanese and cross-cultural teaching methods)
5	Supplementary Reading:	1. The Cultural Dimension of International Business by Gary Ferraro 2. Kiss, Bow, or Shake Hands by Terri Morrison and Wayne Conaway
6	Practical Component	1. Role Plays: Business meetings, customer interaction, telephonic conversations 2. Email Writing: Formal business letters and emails in the foreign language 3. Cultural Simulation Exercises: Country-specific etiquette, gestures, and dos and don'ts in business.

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	50				



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Suggestive Formative Assessment Tools/Methods for ISE

(Minimum 3 and Max. 5 tools)

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)					
		CO1	CO2	CO3	CO4	CO5	CO6
Assessment 1 – Case Study	50	√				√	√
Assessment 2 – Project based Learning							√
Assessment 3 – Hands on practice / Simulation / Seminars			√				
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing				√			
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).		√				√	√



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25MBAL208	INTRODUCTION TO DATA ANALYTICS (Ver. 1) (AEC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
1	-	2	2	Pr (50)	ISE	25	20	40%
					POE	25		

Course Outcomes: Students will be able to,	
CO1	Discuss ² essential excel tool for decision making in organizations
CO2	Apply ³ different mathematical and statistical excel functions.
CO3	Demonstrate ² data analysis tools for organization.
CO4	Develop ⁶ business solutions by forecasting the business performance using excel charts

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					1
CO2						2
CO3						2
CO4	2			1		

Unit	Content	Hours
I	Data Management in Excel Conditional Formatting, Sort and Filter, Data Tools-Text to Column, Remove Duplications, Data Validation, Freeze Panes, Protecting Worksheet. Dates functions, Text functions – Upper, Proper, Lower, Concatenate, lookup function.	7
II	Working with PivotTables in Excel What are Excel PivotTables, creating a PivotTable from a Data Range, Sorting and Filtering Data Analyzing Data with Pivot Tables, Pivot Chart in Excel, Macros In Excel	7
III	R Programming R overview, Features of R, R basic syntax, R Command Prompt, R Script File Comments, Data Types , R variables, R operators, R functions, R list.	8
IV	Data Analysis Using SPSS Creating/retrieving SPSS data files and output files, different data types, scale of measurements, classification techniques Basics of SPSS, Data entry in SPSS, Tabular, Diagrammatic & Graphical representation of Data.	8
Note:	1. Practical assignment on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	



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Learning Resources:		
1	Text books	1. Excel 2016 Bible, John Walkenbach, John Wiley & Sons 2. Excel: Formulas & Functions, Robert Dinwiddie
2	Reference Books:	1. Excel 2007 for Dummies by Greg Harvey 2. New Perspectives on Microsoft Office Excel 2007
3	Websites:	1. https://www.coursera.org/learn/microsoft 2. https://www.geeksforgeeks.org/
4	Journals:	NA
5	Supplementary Reading:	1. https://www.mcrhrdi.gov.in/ 2. https://www.tutorialspoint.com/
6	Practical Component	Student will practice various MS office tools to understand the applications

Evaluation Scheme:					
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	25	√	√	√	√
POE	25	√	√	√	√
Total	50				

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)					
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
Assessment 1 – Case Study	25				
Assessment 2 – Project based Learning					
Assessment 3 – Hands on practice / Simulation / Seminars		√	√	√	√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).		√	√	√	√



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25MBAL209A	LIFE SKILLS FOR MANAGERS (Ver. 1) (SEC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
-	2	-	2	Pr (100)	ISE	50	20	40%

Course Outcomes: Students will be able to,	
CO1	Demonstrate ¹ increased self-awareness and stress handling techniques for professional effectiveness.
CO2	Apply ³ effective communication and interpersonal skills in managerial and team contexts.
CO3	Use ³ critical thinking and creative problem-solving skills to address complex workplace issues.
CO4	Practice ¹ ethical behavior, display leadership capabilities and maintain professionalism in the workplace.

CO-PO Mapping: 1- Low, 2- Medium, 3-High						
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1			2		
CO2		2			1	
CO3	2		1			1
CO4		1			1	

Unit	Content	Hours
I	Self-Awareness and Personal Effectiveness Concept of life skills and their importance in management, Self-awareness, SWOT analysis, self-reflection techniques, Values, attitude and personality development, Time management and goal setting, Stress and emotional management, Techniques and practices.	7
II	Interpersonal Skills Presentation and public speaking skills, Interpersonal relationships and team building, Networking and collaboration skills in the workplace	7
III	Critical Thinking, Creativity and Problem Solving Analytical and lateral thinking techniques, Problem-solving models and frameworks, Creativity tools, Brainstorming, Decision making, Rational vs emotional approaches, Case-based group discussions and simulations.	8
IV	Leadership, Ethics, and Professional Skills Managerial and ethical responsibilities, Leadership styles and adaptive leadership, Integrity, accountability, and corporate ethics, Work-life balance and resilience Building a personal brand and professional etiquette.	8



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Note:	1. Practical assignment on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	
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Learning Resources:		
1	Text books	1. Aarti Gaur & C.S. Chandrasekaran – Life Skills for Managers, McGraw Hill Education 2. M. Haridasan & R. Nair – Life Skills: A Workbook for Managers, Himalaya Publishing House
2	Reference Books:	1. Barun K. Mitra – Personality Development and Soft Skills, Oxford University Press 2. Stephen R. Covey – The 7 Habits of Highly Effective People, Simon & Schuster
3	Websites:	3. https://www.mindtools.com 4. https://www.coursera.org
4	Journals:	1. International Journal of Human Resource Studies 2. Journal of Management Development
5	Supplementary Reading:	1. Dale Carnegie – How to Win Friends and Influence People 2. Carol Dweck – Mindset: The New Psychology of Success
6	Practical Component	1. Student will Conduct a SWOT analysis and present a self-development plan. 2. Solve a real-world case or challenge using Design Thinking and creative brainstorming tools.

Evaluation Scheme:					
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	50				

Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)					
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
Assessment 1 – Case Study	50				
Assessment 2 – Project based Learning					



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Assessment 3 – Hands on practice / Simulation / Seminars		√	√	√	√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).		√	√	√	√



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25MBAL209B	MANAGEMENT LESSONS FROM INDIAN HISTORY (Ver. 1) (SEC, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
-	2	-	2	Pr (100)	ISE	50	20	40%

Course Outcomes: Students will be able to,

CO1	Understand ¹ and interpret Indian philosophical texts and traditions in the context of leadership and ethics.
CO2	Apply ³ strategic and governance insights from ancient Indian statecraft to modern organizational settings.
CO3	Analyze ⁴ historical trade and entrepreneurship practices for relevance to today's business environment.
CO4	Draw ³ actionable leadership lessons from India's modern history and freedom movement to drive innovation and transformation.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		1	1		
CO2		2		1	2	
CO3			2			1
CO4	1				1	

Unit	Content	Hours
I	Foundations of Indian Thought and Management Philosophy Ancient Indian wisdom and its relevance to management, Key concepts from Vedas, Upanishads and Bhagavad Gita related to leadership, duty (dharma), and decision-making, Role of spirituality, mindfulness and inner governance in leadership Ethics and self-leadership in Indian philosophy.	7
II	Strategy and Leadership in Ancient India Kautilya's Arthashastra – Principles of governance, economic policy, and strategic management, Role of espionage, diplomacy and alliances, Leadership and administrative excellence in Mauryan and Gupta Empires, Warfare, resource mobilization, and policy implementation lessons from ancient rulers.	7
III	Entrepreneurial and Trade Practices in Medieval India Indigenous systems of trade, commerce, and market regulation, Guilds, merchants, and banking systems in ancient and medieval India, Contributions of Vijayanagar, Mughal and Maratha periods to business models and economic administration, Indian Ocean trade and global networks.	8



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IV	Leadership, Change and Nation Building in Modern India Lessons from Indian freedom movement, Non-violent strategy, stakeholder engagement, mass mobilization, Management principles in the leadership of Mahatma Gandhi, Sardar Patel, Rabindranath Tagore, Subhas Chandra Bose, Post-independence nation building: Planning, industrialization, and institution building	8
Note:	1. Practical assignment on each of the aspects mentioned in the syllabus need to be discussed. 2. Video cases and documentary films relating to the syllabus to be exhibited in the class	

Learning Resources:

1	Text books	1. R. Balasubramaniam – Leadership Lessons for Daily Living: From the Life of Mahatma Gandhi, Notion Press 2. Radhakrishnan Pillai – Corporate Chanakya: Successful Management the Chanakya Way, Jaico Publishing
2	Reference Books:	1. Kautilya (Translated by L.N. Rangarajan) – Arthashastra, Penguin Classics 2. R. Gopalakrishnan – The Case of the Bonsai Manager: Lessons for Managers on Intuition, Penguin India
3	Websites:	1. https://www.indianculture.gov.in 2. https://www.chanakyaforum.com
4	Journals:	1. Indian Journal of History of Science 2. Indian Journal of Public Administration
5	Supplementary Reading:	1. Jawaharlal Nehru – The Discovery of India 2. Devdutt Pattanaik – Business Sutra: A Very Indian Approach to Management
6	Practical Component	1. Role-play a historical situation 2. Seminar Presentation on historical leadership in India

Evaluation Scheme:

Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
ISE	50	√	√	√	√
Total	50				



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Suggestive Formative Assessment Tools/Methods for ISE (Minimum 3 and Max. 5 tools)					
Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)			
		CO1	CO2	CO3	CO4
Assessment 1 – Case Study	50				
Assessment 2 – Project based Learning					
Assessment 3 – Hands on practice / Simulation / Seminars		√	√	√	√
Assessment 4 – Field or Desk Project / application based / Term paper or Report writing					
Assessment 5 – Any applicable assessment method to management studies in relevance of course outcome(s).		√	√	√	√



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25MBAL210	FIELD PROJECT / CONFERENCE PAPER / COMPETITION (Ver.1) (FP, Department of Management)
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L	T	Pr	C	Evaluation Scheme for (L T P)				
				Component	Exam	Max. Marks	Minimum Marks For Passing	Minimum Passing %
-	-	-	1	Th(50)	ISE	50	20	40%

Course Outcomes: Students will be able to,

CO1	Demonstrate ² the ability to plan and execute fieldwork/conference/competition activities with clear objectives and structured methodology.
CO2	Apply ³ theoretical knowledge to real-world scenarios through active participation in fieldwork, academic conferences, or competitive events.
CO3	Exhibit ³ professional communication, teamwork, and networking skills in diverse external academic and industry settings.

CO-PO Mapping: 1- Low, 2- Medium, 3-High

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2			
CO2		2		1		1
CO3	1				2	

	Content
	General Guidelines (Applicable to All) - Students must align with the academic calendar and not clash with internal assessments or examinations. - Students must obtain prior approval from the department head/faculty coordinator. - A formal proposal outlining objectives, location, schedule, and expected outcomes must be submitted. - Code of conduct and institutional values must be upheld at all times. - Students must maintain proper documentation and records of their work/participation. Fieldwork Project Guidelines a. Pre-Fieldwork Preparation - Define clear objectives and methodology in consultation with the faculty guide. - Submit a work plan and obtain approval from the project coordinator. - Conduct a risk assessment if fieldwork involves travel or remote areas. - Attend orientation sessions, if conducted. b. During Fieldwork - Maintain a daily logbook and record observations systematically.



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	- Follow all ethical guidelines, especially when dealing with human subjects or sensitive data. - Maintain communication with the faculty guide/supervisor at regular intervals. c. Post-Fieldwork Requirements - Submit a fieldwork report within the prescribed deadline. - Present findings in a review session or viva as scheduled by the department. - Reflect on learning outcomes and challenges faced. Conference Participation Guidelines a. Eligibility and Selection - Students must have a paper, poster, or project selected by the conference committee. - Priority may be given to students whose work is original and relevant to their field of study. b. Before the Conference - Submit a copy of abstract/paper and approval letter from the organizing committee. - Share travel and accommodation plans with the institution, if applicable. c. During the Conference - Attend all assigned sessions and participate actively. - Represent the institution in a professional and respectful manner. - Keep a record of sessions attended and key learnings. d. After the Conference - Submit a conference participation report (summary + learnings + reflections). - Submit a certificate of participation to the coordinator for academic records. Competition Participation Guidelines a. Approval Process - Provide complete event details including organizers, dates, venue, nature of event. - Participation must be approved by the mentor/faculty and HOD. b. Code of Conduct - Maintain discipline and uphold the dignity of the institution. - Follow rules and regulations laid down by the competition organizers. c. Reporting and Feedback - Submit a report or brief summary of participation. - Share any awards, certificates, or media coverage with the department for records.
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Learning Resources:

1	Text books	Not Applicable
2	Reference Books:	Not Applicable
3	Websites:	Not Applicable
4	Journals:	Not Applicable
5	Supplementary Reading:	Not Applicable
6	Practical Component	Fieldwork, Participation in Conferences and Competitions



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Evaluation Scheme:				
Assessment	Total Marks	Intended course learning outcomes to be assessed (Please tick as appropriate)		
		CO1	CO2	CO3
ISE	50	√	√	√
Total	50			

Suggestive Formative Assessment Tools/Methods for ISE :

Formative Assessment Tools/Methods	Total Marks	Course Learning Outcomes to be assessed (Please tick as appropriate)		
		CO1	CO2	CO3
ISE	50	√	√	√