

# VIVEKANAND COLLEGE, KOLHAPUR

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Affiliated to Shivaji University

NAAC Reaccredited "A+" CGPA 3.29 | College with Potential for excellence | ISO 9001:2015

## Department of Management Studies



### Teaching Plan 2025-26

Name of Teacher: Mr. V.R. Bhanage

Course Title: Principles and Practices of Management

Class: MBA-I

Sem: I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1 Introduction to Management</b>	Definition-Scope of management-Functions of management-Managerial skills-Levels of Management, Mintzberg's Management Roles of a manager, Functional areas of Management, Evolution of Management: Classical Approach-Scientific Management Approach-Contribution of F. W. Taylor, Henry Fayol, Peter Drucker, Max Weber- Behavioural Approach-Human Relations Approach-Contingency, Operational Approach.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2 Planning and Organizing</b>	Planning and Organizing: Planning-nature, types, steps in planning, process and limitation of planning, Management by Objectives (MBO) –Definition, Meaning and Significance, MBO process. Organizing-meaning, Process, Organization structure, Types of organizational structure, Centralization and Decentralization, Departmentalization, Span of management, Concept of Authority, Responsibility and Accountability, Delegation.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3 Planning and Organizing</b>	Staffing-concept, need, human resource planning, recruitment and selection. Directing-concept, need and principles of directing, Leadership styles, Types of Leadership. Controlling -Steps in Control Process Need-Types of control Method-Techniques of Controlling-Benefits
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4 Corporate Governance and Ethical Practices of Management</b>	Concept, importance and role of board of directors, auditors and stakeholders in corporate governance – Characteristics of good corporate governance, measures to improve corporate governance. Benefits of corporate governance. Business Ethics – Definition and its relevance to Business, Historical Perspective of Ethics, Trusteeship Management- Gandhian Philosophy of Wealth Management. Management in 21st Century-Challenges and Opportunities



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## Department of Management Studies



### Teaching Plan 2025-26

**Name of Teacher:** Mr. T. P. Sawant  
**Course Title:** Organizational Behaviour

**Class:** MBA-I  
**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
.	.	.	.	.
12	NA	12	<b>Unit 1</b> Introduction to Organizational Behaviour	Definition, Concept and Importance of OB, models of OB - autocratic, custodial, supportive, collegial and SOBC, Nature and Importance, Approaches to OB Relationship between management and organisational behaviour
Month: November			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
.	.	.	.	.
12	NA	12	<b>Unit 2</b> Individual Behavioural Variables	Micro Perspectives of OB: Individual Behaviour: Personal factors- Biographical characteristics & Learned characteristics, Environmental factor & Organizational factors. Personality- concept, determinants of personality Theories – Sigmund Freud, Erikson, Chris Argyris, Types of Personality – Type A & type B Learning & Perception- meaning, nature & process. Learning- meaning, theories & principles; Attitude-concept, components of attitude, formation of attitude, Values- concept, types of values, sources of values
Month: December			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
.	.	.	.	.
12	NA	12	<b>Unit 3</b> Group Behavioural Variables	Micro & Macro Dynamics of OB: Motivation-concept, types of motives, theories of motivation A. H. Maslow, Herzberg, Elderfer, McClelland, Vroom, Theory Z ; Individual conflict & group interpersonal conflict, conflict resolution. Group - Definition, Importance, Types of groups. Stages of group formation. Group dynamics – factors affecting group dynamics. Behavioural Problems in group communication process., Leadership styles – Autocratic, Democratic, laissez-fair; theories of leadership- Behavioural- Managerial Grid , Situational- Harsey Blanchard, Fiedler's LPC contingency theory , Contemporary issues in leadership- Transactional and transformational , Roles & activities of leadership
Month: January			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
.	.	.	.	.
12	NA	12	<b>Unit 4</b> Change management	Organizational Culture- meaning, impact of organizational culture, Stress– Causes effect & coping strategy Organizational Change- process, resistance to change, how to overcome resistance to change. Organizational Development- OD techniques- sensitivity training, Survey feedback, process consultation, team building. Concept of stress, Sources of Stress, Effect of stress, Work life balance, Concept of Change, Forces Responsible for Change, Resistance to change, Change process, Lewin's Change model.



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### Teaching Plan 2025-26

**Name of Teacher:** Mr V.V. Jadhav

**Course Title:** Statistical Methods for Business Decisions

**Class:** MBA-I

**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Descriptive Statistics	Meaning and Definitions of Statistics, Need of statistics in Management and Research; Scope, Characteristics, Limitations and Misuse of statistics; Data Collection: Primary and Secondary Data, Sources of Data, Methods of Data Collection, Sampling; Data Organization & Classification, Data Presentation: Tabular, Diagrammatic & Graphic; Use of Excel for Data Organization & Presentation
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Measures of Central Tendency	Introduction, Objectives of Statistical Average, Characteristics, Requisites of a Good Average, Arithmetic Mean: Properties, Weighted Arithmetic Mean, Merits and Demerits; Median: Properties, Merits and Demerits; Mode: Properties, Merits and Demerits; Appropriate Situations for the Use of Various Averages, Graphic Presentation of Statistical Averages; Use of Excel to Compute Statistical Averages
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Measures of Dispersion	Introduction, Requisites of a Good Measure of Dispersion, Range: Properties, Merits and Demerits; Quartile Deviation: Properties, Merits and Demerits; Mean Deviation: Properties, Merits and Demerits; Standard Deviation: Properties, Merits and Demerits; Coefficient of Variation; Use of Excel to Compute Measures of Dispersion
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Measures of Association	Simple Correlation: Definition, Importance, Types of Correlation, Scatter Diagram, Karl Pearson's coefficient of Correlation, Spearman's Rank Correlation, Partial Correlation, Multiple Correlation Regression: Regression Analysis, Simple Linear Regression, Regression Lines, Regression coefficient, Multiple Regression; Use of Excel to compute Measures of Association



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. V J Khot  
**Course Title:** Legal Aspects of Business

**Class:** MBA-I  
**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> The Indian Contract Act & The Negotiable Instrument Act	The Indian Contract Act (1872): Significance of Business Laws, Indian Contract Act, 1872: Introduction and classification of contracts, Essentials elements of a valid contract, Performance of a contract, Discharge of a contract, Void agreements, Breach and Remedies of a contract. The Negotiable Instrument Act (1881): Definition and characteristics of NI, kinds of Negotiable Instruments, Holder and holder in due course, Crossing of Cheque, Discharge of Negotiable Instruments.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> The Sale of Goods Act & Consumer Protection Act	The Sale of Goods Act (1930): Introduction and Essentials of contract of sale, Sale and Agreement to sell, Conditions and Warranties, Transfer of property, Performance of a contract of sale, Unpaid seller, Caveat Emptor – Exceptions Consumer Protection Act (2019): Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices, Rights of Consumers, Mechanism For redressal of Grievances, Remedies available to injured consumers.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Companies Act (2013)	Nature and Registration, Kinds of Companies, Memorandum of Association, Article of Association, Kinds of Shares, Company meetings and resolutions, Powers and duties of Directors, Non-Executive and Independent Directors in a company, Winding up, Corporate Fraud and Criminal Behaviour, CSR Implications and Compliances
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Information Technology Act (2008)	Information Technology Act (2008): Objectives of IT Act, Digital Signature, E Governance, Controller, Certifying authority, offences and penalties. Intellectual Property Rights (IPR) Act: WIPO, Copyright, Trade Marks, Patents, Designs, Geographical Indications, TRIPS Agreement



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## Department of Management Studies



### Teaching Plan 2025-26

**Name of Teacher:** Mr. S S Nesarikar

**Course Title:** Managerial Economics

**Class:** MBA-I

**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Demand and Supply Analysis	Basic Economics Concepts, Nature and Scope of Managerial Economics, Demand: Types And Determinants Of Demand, Law of Demand, Supply: Determinants Of Supply, Law of Supply; Market equilibrium; Forces behind the demand and supply curve; Concept of Elasticity and it's types, Using Elasticity in managerial decision making: Elasticity of demand and supply; Elasticity and Revenue; Demand Estimation and forecasting: Meaning, Purpose, Quantitative and Qualitative Techniques of Demand Forecasting
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Production and Cost Analysis	Production function; Short Run And Long Run, Laws of production, Cost Concepts, Cost Function, Cost-Output Relationship and Cost Curves
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Market Structure	Introduction to Market Competition and its Nature, Different Market Structures: Perfect Imperfect Market, Perfect Competition, Monopolistic Competition, Monopoly and Oligopoly, Pricing and Out-put Strategies in Different Market Structures
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> National Income and Macro-Economic Policies	Introduction to National income, Basic Concepts, GDP, GNP, NNP; Estimation of NI, Difficulties in computing NI, Circular flow of economic activity, Measure of Economic Development In Comparison with other Indicators: Inflation, Unemployment, Economic Growth, Macroeconomic policies: Monetary and Fiscal Policies.



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## Department of Management Studies



### Teaching Plan 2025-26

**Name of Teacher:** Mrs. A P Pachhapurkar  
**Course Title:** Financial Accounting for Managers

**Class:** MBA-I  
**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Foundation of Accounting	Overview of accounting as an Information System, Concepts, Conventions, and Principles of Accounting, Types of business organizations and legal-regulatory framework, Role of accountants in organizations, Branches of Accounting (Financial, Cost, and Management) and their inter-relationships, Introduction to Accounting Standards
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Accounting Process and Records	Preparation and interpretation of financial statements, Format of Schedule VI of Public Limited Companies, Introduction to International Financial Reporting Standards (IFRS). Introduction of Tally Software Package in Accounting – Hands-on experience with Tally software: Creating Companies, journal entries and ledger accounts
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Financial Reporting and Analysis	Preparation and analysis of Funds Flow Statements, Preparation and analysis of Cash Flow Statements (as per AS-3), Understanding cash and non-cash transactions, flow of cash, and differences between cash flow and fund flow
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Introduction to Cost Accounting & Control	Introduction to Cost Accounting, Elements of Cost and Cost Sheet, Use and Importance of Standard Costing, Including Variance Analysis – Materials and Labour Variances. Cost Control Techniques.



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## Department of Management Studies



### Teaching Plan 2025-26

**Name of Teacher:** Mrs. S.N. Kore

**Course Title:** IT for Managers

**Class:** MBA-I

**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	Unit 1 Fundamentals of IT	Introduction to IT, Importance of IT in Business, Computer Hardware and Software, Introduction to ERP, Introduction to DBMS, Computer Network
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	Unit 1 Fundamentals of IT	Internet and Web Technologies, IT Security and Ethics, Emerging Technologies, Basic Computer Skills and Troubleshooting
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	Unit 2 Digital Productivity Tools	Preparation and analysis of Funds Flow Statements, Preparation and analysis of Cash Flow Statements (as per AS-3)
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	Unit 2 Digital Productivity Tools	Understanding cash and non-cash transactions, flow of cash, and differences between cash flow and fund flow



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## Department of Management Studies

### Teaching Plan 2024-25

**Name of Teacher:** Mrs. C N Nangare  
**Course Title:** Business Communication

**Class:** MBA-I  
**Sem:** I

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	<b>Unit 1</b> Introduction to Business Communication	Communication Meaning and definition, Nature of Business Communication, Objectives and Importance of Business Communication, Communication Process, Principles- 6 C's of Communication
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	<b>Unit 1</b> Introduction to Business Communication	Barriers to Effective Communications, Forms of Communication and Listening Skill, Verbal and Non-Verbal Communication, Listening: Meaning, Importance, Types of listening, Tips for effective listening, Influencing Techniques.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	<b>Unit 2</b> Application of Basics in Business Communication	Presentation Skills: Profile of Good Speaker, Features of good presentation, Points to remember while delivering Presentation – Stages of Effective Presentation, The use of Visual aids to support Presentation.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
NA	12	12	<b>Unit 2</b> Application of Basics in Business Communication	Written Communication: Format of Business Letters, Routine Letters - Enquiries, Customers' Complaints, Collection Letters – Sales Promotion Letters, Bad News and Persuading Letters, Job Application Letters



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. V.J.Khot  
**Course Title:** Strategic Management

**Class:** MBA-II  
**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction to Strategic Management	Define Strategic management, Nature of SM, Dimensions of SM, Objectives of SM, Need of SM, Benefits of SM, Risks Involved in SM, Internal environment and analysis: Resource Capabilities, competitive and Competitive advantage, External environment and Analysis: porter's 5 force model, SWOT analysis of Organization, ETOP-Environmental Threat and Opportunity Profile Causes of failure of Strategic Management. Mission, Vision, Goals and Objectives of the organizations; Concepts, Formulations, Importance, Characteristic and Components.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Strategic formulation and implementation	Strategic Formulation: Stages and Importance - Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation. - Strategic Analysis and Choice: Issues and Structures, Corporate Portfolio Analysis-SWOT Analysis, BCG Matrix, PESTEL, GE Nine Cell Matrix, Hofer's Matrix, McKinsey 7-S model, Strategic Choice-Factors and Importance. Strategic Implementation
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Strategic evaluation and control	Nature of Strategic Evaluation and Control, Importance, criteria, Quantitative and qualitative factors of evaluation, Types of General Control Systems, Basic Characteristics of Effective Evaluation and Control System, Strategic Control, Types of Strategic Control, Approaches to Strategic Control, Operational Control, Setting of Standards, Measurement of Performance, Identifying Deviations, Taking Corrective Action, Techniques of Strategic Control. Red ocean Strategy and Blue Ocean Strategy.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Functional strategies and emerging strategic trends	Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel (Human Resource) and financial plans and policies, Reasons for growing BPO and KPO businesses in India. Reengineering Business Processes-Business, Reengineering, Process Reengineering and Operational Reengineering, Start-up Business Strategies.



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## Department of Management Studies

### Teaching Plan 2025-26

Name of Teacher: Mr. V. V. Jadhav

Course Title: Innovation and entrepreneurship

Class: MBA-II

Sem: III

Month: October			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
12	NA	12	<b>Unit 1</b> Innovation, creativity and idea generation	Defining innovation, Types of innovation: incremental, radical, disruptive. The innovation process, Factors that drive innovation. Creative Thinking, Barriers to creativity, Techniques for improving creativity process. Techniques for brainstorming and generating ideas - Criteria for evaluating innovative ideas, Market research and feasibility analysis, Identifying potential customers and partners. CASE STUDY of one of entrepreneur (Ola, zepto)
Month: November			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
12	NA	12	<b>Unit 2</b> Entrepreneur and Entrepreneurship	Entrepreneur - Definitions, concept of entrepreneur, characteristics of entrepreneur, types of entrepreneurs, concept of entrepreneurship, characteristics of entrepreneurship, role of entrepreneurship in economic development, ethics and social responsibilities of an entrepreneur. Understanding Entrepreneurship: Definition and Concept, Role of Entrepreneurs, Entrepreneurial Functions, And Importance of Entrepreneurship, Dispelling Entrepreneurship Myths, Pros and Cons, Entrepreneurial Process, Types of Entrepreneurship: Diverse Entrepreneurial Roles: Classification of Entrepreneurs, Business Types, Entrepreneurial Skills and Attributes, Values, Mindset, and Drive, Contrasts between Entrepreneurship and Employment, Embracing Intrapreneurship. CASESTUDY of one of the social Entrepreneurship.
Month: December			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
12	NA	12	<b>Unit 3</b> Entrepreneurship theories, business opportunities	Entrepreneurship Theories Exploring Economic Perspectives: Classical, Neo-classical, and Austrian Market Process Theories, Psychological Insights: Personality Traits and Achievement Needs, Sociological and Anthropological Perspectives, Opportunity-driven and Resource-based Theories: Financial, Social, and Human Capital. Theories of Innovation- Peter Drucker, Schumpeter, X-Efficiency Theory. Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Cooperative, Franchise. Business Plan Development: Components and Stages in Business Plan Development, Validation of Business Opportunity: Application of Market Research Tools at the Early Stage of Start-up. CASESTUDY on recent emerging entrepreneur.
Month: January			Module/ Unit	Sub-units Planned
Lect	Pract.	Total		
12	NA	12	<b>Unit 4</b> Promoting entrepreneurship, women entrepreneurship and startups	Entrepreneurial Success in Rural Areas Establishing Entrepreneurial System Assistance and Sickness -Institutions Supporting and providing Financial Assistance: SSI, KVIC, MSME DO, NSIC, NIESBUD, IIIE, SIDC, SDIS, DICs NGOs, Industry Association, SIDBI and SFCs - Self-help Groups - Technological Up-gradation – Challenges. Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship. Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services. Start-ups, Definition, requirements, company act, opportunities and schemes, benefits of start-up formation, start-up registration process., funding opportunities, incubators and accelerators- roles, responsibilities and partnership, infrastructure. Funding, government schemes, Investments – need, sources, VC, angel investments. Start-up life cycle. Documentation and recording. NISP and its features.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr.T.P.Sawant

**Course Title:** Consumer Behaviour & Brand Management

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction to consumer Behaviour	Concept and Definition, need and significance for studying consumer behaviour, Factors influencing buying behaviour, consumer buying behaviour process, Participants in buying behaviour. Consumer modelling: The economic model – Learning model - psychoanalytic model – The sociological model- The Howard Sheth model of buying behaviour – The Nicosia model The Engel –Kollat Blackwell Model.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Individual Relational importance	Consumer behaviour and Perception, Learning, Personality, Attitude, Motivation. Social class and group: Definition and meaning of social stratification –factors responsible for social stratification –characteristic features of social classes Social influence on consumer behaviour. Definition and Meaning of Group - Reasons For formation of group – Types of Groups relevant to consumer behaviour – Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group Industrial buying behaviour: process, factors influencing industrial buying behaviour, marketing mix for industrial buying behaviour.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Brand management	Brand name and trademark, branding Decisions, advantages and disadvantages of branding, brand equity, brand image, brand personality, brand identity system, brand strategies, brand extension.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Brand Development	Brand Rejuvenation, Rebranding, Celebrity endorsements, brand positioning and brand building. Co-Branding.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Ms. S.S Shirolkar  
**Course Title:** Sales & Distribution Management

**Class:** MBA-II  
**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Sales Management	Definition, sales management functions, place & importance of sales management in the organization. Sales forecasting – Meaning, Importance, Types of forecasting, Forecasting methods and procedure, Importance, merits & demerits of various methods.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Sales Force Management	Determining size of sales force, determining kind of sales personnel, Selection of a Sales Person. Controlling sales personnel, evaluating and supervising, Sales Meeting & Sales Contests, Sales Quota, sales Territory. Sales control and cost analysis – The sales audit, sales analysis, marketing cost analysis. Personal Selling: Importance of personal selling, Formulation of personal selling strategy, Personal selling objectives, Personnel selling situations, Personal Selling Process, Characteristics of good sales person, Selling skills, Negotiation Skills, Different phases of negotiation. B2B, B2C Selling, CRM.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Distribution Management	Marketing Logistics, Distribution role and functions of Channels, Channel Design Decisions, Channel Selection Criteria and Issues, Channel Management and Conflict Management. Designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Market logistics and supply chain management	Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. T.P. Sawant

**Course Title:** Services Marketing & Retail Management

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Service Marketing	Meaning, definition, importance of services, distinction between services & goods, characteristics of services, Marketing Mix in Service Marketing-Product, Price, Place, Promotion.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> People Management	Moment of Truth, Service encounters service personnel issues, emotions and service situations, Process – types, Service Blueprint, service recovery and empowerment. Service Quality –Gap model, SERVQUAL Model. Physical Evidence- evidence types, role of physical evidence, stimulus response model, services scopes
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Retail Marketing	Introduction to retail, Theories of Retailing industry, Classification of retailers: Store based and Non-store based retailers, Organized and Unorganized Retailing, retail consumer, retail marketing mix, Store location and site evaluation, Store layout and design. Visual merchandizing – concept and practices.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Store management	Managing the Retail Store, Role of Store managers, Retail Personnel Management Process, Retail supply chain management, Visual merchandise, Customer Service, Retail franchising, Ethical and Legal issues in retailing, Careers in Retailing: Employment opportunities, ownership opportunity. Online Retailing, retail strategies. Technology in retail e.g. RF based billing.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Ms. C.G. Nangare

**Course Title:** Talent Management

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Talent Management	Definition, Meaning of Talent Management, Objectives & Importance of Talent management, talent management process, Role of Talent Management in building sustainable competitive advantage to a firm, Consequences of Failure in Managing Talent, Talent Vs Knowledge.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Talent Acquisition	Defining Talent Acquisition, Objectives, Talent Acquisition process, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition, Employee Engagement: Meaning, process, Ways of achieving employee engagement Relationship with Talent Management.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Employee Retention	SMR Model (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Managing Employee Turnover, Dealing with Job Withdrawal, Succession Planning, Difference between career planning and succession planning, Return on Investment (ROI) on Talent Management, Employee Retention Strategies
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> HRD Audit	Characteristics, Scope, Process, Approaches of HRD audit. HR Accounting: Objectives, Characteristics, Methods. Human Resource Information System: Information provided by HRIS, Types of HRIS, and Steps in designing HRIS, Advantages of using HRIS, Talent Management in the Digital Era, Current trends in Talent Management.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mrs. S N Kore

**Course Title:** Employee Relations and Labour Law

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Industrial Relations and Trade Union	Industrial Relations: -Concepts of Industrial Relations, Approaches to Industrial Relations, Emerging challenges in Industrial Relations. Trade Union: -Meaning, Objectives, Functions of trade unions, Problems & weaknesses of Trade Unions, types of trade union, Recognition of Trade Union, Trade Union Act (1926), Standing Order Act 1946.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Collective Bargaining and Industrial Dispute	Collective Bargaining: - Structure, collective bargaining process, Types of Collective Bargaining, Industrial Dispute: Types /Forms of Industrial Dispute, Causes of Industrial Disputes, Preventive and Settlement machinery, Industrial Disputes Act, 1947. Purpose and procedure of disciplinary action, Meaning and forms of misconduct.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Positive Employee Relations and Labour Laws	Building positive employee relations, Participative Management: - Worker's participation in Management, VRS: - Reason and acceptance of VRS, Management of Sexual Harassment and Sexual Harassment Laws in India.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Social Security and Wage Legislation	Factories Act 1948, ESI Act 1948, Workmen's Compensation Act, Maternity Benefit Act 1961, The employees Provident Fund Act, 1952. Payment of Gratuity Act 1972, and Management of Contract Labour.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mrs. S N Kore

**Course Title:** Performance & Compensation Management

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Performance Management	Concept, Objective and Pre-requisites of Performance Management, Performance management process/Cycle, Performance Management vs Performance Appraisal, Methods of Performance Appraisal, Strategies and Challenges in Implementing Performance Management system, Role of HR Professionals in Performance management, Performance Criteria: KRA, KSA, KPI, SMART.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Performance Management Models	Competency Model, Types of Competency Model, Competency Model Pyramid, Application of competency model into various HRM functions, benefits of using competency mapping model in organizations, Steps in Competence mapping, Benefits of using competency-based performance appraisal system, Behavioural Event Interview.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Compensation Management	Wage Fixation, Cost of Living Index and Dearness Allowance, incentives, fringe and non- financial Benefits, Laws related to wages and salaries: - Minimum Wages, Payment of Wages, Payment of Bonus. Wage and Salary Administration: Calculation of Wage, Salary.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Employee Contributions	Pay For Performance (PFP): Competency Based Pay, Skill based Pay, Team based pay, Gain and Profit sharing Designing PFP Plans, Merit Pay/Variable Pay.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mrs. A. P. Pachhapurkar  
**Course Title:** Indian Financial System

**Class:** MBA-II  
**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction to Indian Financial System	Meaning, Characteristic, Significance of Indian Financial system, Structure and main components: Financial institutions, market instruments and services., Historical Development of Indian Financial System, Current organizational structure and roles of constituent
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Financial Markets and Financial Institutions	Financial Markets-Money Market: - functions, players, instruments and recent developments. Capital Market: - Primary and secondary market. Financial Institutions-Banking Institutions: Commercial Banks, Co-operative Banks, Development Banks, Non-Banking Financial Companies (NBFCs) Investment Institutions, insurance Companies.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Financial Services and International Aspects	Financial Services: Merchant Banking, Mutual Funds, Venture Capital, Factoring, Securitization, Credit Rating Agencies, Recent Innovation And Trends in Financial Services. International Aspects: Foreign Direct Investment (FDI), Foreign Institutional Investment (FII), International Financial Institutions.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Regulatory Framework	Role and Functions of Regulators: RBI, SEBI, IRDA Financial system regulations and recent Development. Stock Exchanges, Instruments and mechanism, Listing and Delisting, SEBI regulations, Financial sector reforms in India



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mrs. A. P. Pachhapurkar  
**Course Title:** Investment Management

**Class:** MBA-II  
**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction to Investment	Introduction to Investment, Types of Asset (real v/s financial), Investment decision process, Sources of Investment Information, Difference between investment, speculation and gambling, Investment avenues: Equity, Bonds, Mutual Funds, Derivatives, Real Estate etc
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Security Analysis	Fundamental Analysis: Economic, industry and company analysis (Marketing, Accounting policies, Profitability, dividend policy, Capital structure) Technical Analysis: Dow Theory, Trend Analysis, Charting, Indicators, Efficient Market Hypothesis, Efficient Market Theory.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Portfolio Theory and Management	Portfolio analysis and construction. Risk and return, Diversification, Asset Allocation and Optimization.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Strategic Portfolio Management	Active v/s Passive Management, Growth v/s Value, Investing, Strategic and tactical Asset Allocation, Bond and Equity Portfolio Management, Use of Derivatives for Risk Management. Portfolio Performance Measures: XIRR, Absolute Return, Compounding Return, Benchmarking



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mrs. A. P. Pachhapurkar

**Course Title:** Mergers, Acquisitions, and Corporate Restructuring

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction And Overview	Definition and types of Mergers (Horizontal, Vertical, Conglomerate), Motives for M & A: Synergy, Market Share, Diversification, Tax Benefits, Historical Trends & notable examples, Corporate Restructuring, Forms: Sell-off, Spin-off, Divestitures, Demergers, Equity Carve out, LBO, MBO, Joint Ventures, Strategic Perspective and Turnaround Strategies, Purpose, Merits & Demerits of Restructuring.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Mergers & Acquisition Process	Target Identification, Negotiation, Due Diligence, Deal Structuring and Post Merger Integration, Legal, Procedural and Regulatory Frameworks including Accounting and Taxation Issues.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Valuation & Financial Analysis	Valuation Techniques: DCF, Asset Based Relatives, Brand, FCFF/ FCFE, APV, Method of Financing: Cash, Stock, Share Exchange Ratio, Accretion/ Dilution Analysis, P/E Problem, Capital Budgeting for M & A.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Legal & Regulatory Framework & Case Study	Real world deal analysis, case studies of Domestic and Global Restructuring, Empirical Test of Post Merger Performance.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. V J Khot

**Course Title:** Supply Chain Management

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Logistics Management	Definition & Meaning of Logistics, Significance of Logistics, Activities of Logistics, Transportation Management: Modes of transportation: Road, rail, air, sea, pipelines, Fleet management and vehicle routing optimization, Warehousing Management: Role and types of warehouses, Strategic Importance of Warehouse location Distribution Strategies: Milk Runs, Hub & Spoke System, Cross Docking, Pool Distribution, Direct Shipping, Factors influencing distribution strategy selection, Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL)
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Strategic Supply Chain Management	Definition, scope, and importance of SCM, Evolution and key components: Suppliers, manufacturers, distributors, retailers, customers, Role of SCM in competitive advantage, Strategic importance of SCM, Types of Supply Chains: Make-to-order, make-to-stock, assemble-to-order, Collaborative Strategies with Suppliers: Supplier selection, evaluation, and relationship management, Importance of accurate demand forecasting in SCM, Qualitative and quantitative forecasting techniques.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Global Supply Chain	International Transportation Modes: Sea, air, land, and multi-modal transportation systems, Challenges and opportunities in global transportation, Concept and benefits of containerization, Documentation Processes for Import/Export: Key documents: Bill of Lading, Commercial Invoice, Letter of Credit, Customs regulations and compliance, Managing risks and uncertainties in global supply chains, Cultural, legal, and economic factors, Strategies for effective global SCM.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Advanced Supply Chain Concepts and Technologies	Supply Chain Information Systems: Bar coding and scanning technologies, RFID, EPOS, Image Processing in SCM, General Packet Radio Service (GPRS) applications, Role of analytics in SCM, Performance Measurement in Supply Chain: SCOR Model, Recent Trends and Innovations: Agile Supply Chain, Green Supply Chain, Lean Supply Chain, E-Supply Chain, E-Commerce Supply Chain, Bullwhip Effect and Supply Chain Risk Management.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. V J Khot  
**Course Title:** Materials Management

**Class:** MBA-II  
**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Purchasing Management	Introduction to Materials Management: Overview, importance, and role in operations, Purchasing Principles, Procedures and Practices, Role of purchasing in organizations, 5R of Purchasing, Various purchasing strategies and techniques. Centralization vs. Decentralization in Purchasing, Sources of Supply and Supplier Selection, Legal Aspects of Purchasing, E procurement and Digital Purchasing.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Stores Management	Meaning and Functions of Store Management, Role and responsibilities of stores manager, Benefits of Scientific Store Keeping, Types of Stores: Centralized, decentralized, and specialized stores, Stores Procedures: Receipt, storage, and issue processes, Store Location and Layout, Storage Safety and Security, Standardization and Variety Reduction, Codification, Stock Verification, Warehouse Management Systems (WMS)
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Inventory Management & Control System	Defining Inventory and Its Need: Role in operations and supply chain, Objectives, Functions, and Strategic importance of inventory control, Costs Associated with Inventory: Holding, ordering, total cost, and shortage costs, Inventory Models: Basic EOQ Model, Quantity Discount Model, Safety Stock Determination, Replenishment Systems (Q and P Models), Other Inventory Control Techniques: ABC, VED, FSN, HML, GOLF, XYZ.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Strategic Materials Management	Planning Tools: Bill of Materials (BoM), Master Production Schedule (MPS), Material Requirements Planning (MRP I & III), Capacity Requirements Planning (CRP), Vendor/Vendee Relations, Vendor Development, Evaluation, and Rating, Building supplier partnerships, Material Accounting & Audit, Inventory Valuation, Methods and implications, Worldwide Sourcing: Global procurement strategies, Materials Management Information System (MMIS).



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. V.V.Jadhav

**Course Title:** Project Management

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Project Management Overview	Definition, characteristics, and types of projects, Importance in achieving organizational goals, Project Identification and Selection, Criteria for project selection, Project Life Cycle, Project manager's role and competencies, Project team development and dynamics, Work Breakdown Structure (WBS)
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Project Appraisal and Risk Management	Project Appraisal: Technical, commercial, economic, financial, and management appraisal, Social cost-benefit analysis, Risk Management: Introduction and role in project management, Project Risk Management Process, Risk identification, assessment, and mitigation strategies
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Project Planning, Scheduling, and Financing	Project Planning: Scope management: Defining project scope, Resource management: Allocating human and material resources, Project Scheduling: Time estimation and scheduling techniques, Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM), Numerical treatment of PERT/CPM and network crashing Project Financing: Estimating project costs and components, Sources of project financing.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Project Control, Evaluation, and Closure	Project Control: Quality management: Assurance and control processes, Procurement management: Contracts and supplier relations, Project Evaluation and Audit: Concept, purpose, and advantages of evaluation, Project audit: Objectives and phases Project Termination and Closure: Types, factors, and process of termination, Project review and final report writing, Project Management Information System (PMIS): Need, features, and advantages of PMIS.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr.V. R. Bhange

**Course Title:** Applied Programming for Business Analytics

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Python programming	Introduction to Python programming, Applications of Python in Business, Installing Python, Python IDEs, Variables, Data types, Python token, Operations: Arithmetic, Logical, Relational, if-else statement, Loop in Python: for, while, Functions, class and package in python
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Introduction to libraries	Introduction to libraries: NumPy, Pandas, Matplotlib, Seaborn. Data Cleaning: Introduction, Functions: isnull(), dropna(), fillna(), duplicated(), astype(), replace(), rename(). Data Manipulation: filter, group, merge, concat, apply. Summary Statistics: mean, variance, standard deviation, describe. Visualising Data: introduction, charts (bar, pie, histogram, scatterplot, box plot). Python using AI.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> R programming	Introduction to R programming and R Studio, Installing R, setting up R studio, Variables, Data types, Operators, Data structures, In-built functions.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Functioning R	Flow control statement, user defined functions, factors and data frame in R, Data Manipulation, Data Visualization in R.



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr.V. R. Bhange

**Course Title:** Data Visualization Using Power BI

**Class:** MBA-II

**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction to Power BI	Introduction to Business Intelligence and Power BI, Advantages of Power BI over traditional tools, Components of Power BI: Power Query, Power Pivot, Power View, Power Map. Installing Power BI Desktop, Power BI ecosystem (Desktop, Mobile, Service)
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Data Transformation & Modelling	Introduction to Power Query (ETL Process), Transformation operations (Filter, Split, Merge, Group by, Pivot, etc). Introduction to Power Pivot and Data Model, Relationships, Cardinalities, Primary and Foreign Keys, Introduction to DAX.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Visualization and Report Design	Types of Visuals in Power BI, Report layout and best practices, Report filters, slicers, bookmarks, Drill-down, Drill-up and hierarchy, Tooltips and Format Panels, Theming and Custom Visuals.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Dashboard Publishing & Security	Combine reports into Dashboard, Pinning visuals to Dashboard, Publish reports to Power BI service, Power BI workspace, Apps & collaboration. Security: Row-level security (RLS), Sharing, Distribution & Access control, Power BI Mobile app



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## Department of Management Studies

### Teaching Plan 2025-26

**Name of Teacher:** Mr. V. R. Bhange  
**Course Title:** Data Driven Decision Making

**Class:** MBA-II  
**Sem:** III

Month: October			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 1</b> Introduction to Marketing Analytics	Definition, Scope of Marketing analytics, Analytics process in Marketing, Marketing metrics and KPIs, Overview of Marketing data sources (CRM, Google Analytics, social media, etc), Customer Lifetime Value (CLV) analysis, Customer Retention and Churn Analysis, Predictive Modelling for Customer Behaviour, Market segmentation and Campaign analysis.
Month: November			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 2</b> Introduction to HR Analytics	Evolution and importance of HR analytics, Role of analytics in strategic HRM, HR analytics process, HRIS and Data sources in HR, Key HR metrics and KPIs, Metrics in recruitment, Resume screening and candidate scoring using analytics, Employee Engagement & Retention analytics, Ethics, bias & privacy in HR analytics, Designing HR dashboard.
Month: December			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 3</b> Introduction to Financial Analytics	Basics of financial statements: P&L, Balance Sheet, Cash Flow, Financial Ratio: Profitability, Liquidity, Solvency, Efficiency, Introduction to financial data sources: CMIE, NSE, BSE, Yahoo Finance, etc, Key Financial KPIs for decision making. Investment & Risk analysis, Business Valuation techniques in analytics, Trend and ethics in financial analytics.
Month: January			Module/ Unit	Sub-units Planned
Lect.	Pract.	Total		
12	NA	12	<b>Unit 4</b> Introduction to Supply Chain & Operations Analytics	Overview of Supply chain & Operations management, Types of analytics in operations: Descriptive, Predictive, Prescriptive, Key metrics, Data sources & tools for supply chain analysis, Supply chain distribution & Industry 4.0 concept, Supply chain forecasting, warehouse & Logistics analytics, Risk & Sustainability management using analytics.



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