

Criterion 1 – Curricular Aspects

Key Indicator- 1.3 Curriculum Enrichment

1.3.1 Institution integrates crosscutting issues relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability into the Curriculum

Sr.No	Sem.	Course Code & Name	Cross Cutting Issues Relevant to			
			Professional Ethics & Human Values	Human Values	Gender	Environment and Sustainability
1	1	101 GC- 01 Managerial Accounting	Y			
2	1	102 GC – 02 Organizational Behaviour	Y	Y	Y	
3	1	104 GC – 04 Business Research Methods	Y	Y		
4	1	105 GC – 05 Basics of Marketing	Y	Y	Y	Y
5	1	106 GC – 06 Digital Business	Y			Y
6	1	107 GE - UL - 01 Management Fundamentals	Y	Y		
7	1	109 GE - UL - 03 Entrepreneurship Development	Y	Y	Y	Y
8	1	110 GE - UL - 04 Essentials of Psychology for Managers	Y	Y		
9	1	113 GE - IL - 01 Verbal Communication Lab	Y			
10	2	201 GC – 07 Marketing Management	Y		Y	Y
12	2	202 GC – 08 Financial Management	Y			Y
13	2	203 GC – 09 Human Resources Management	Y	Y	Y	
14	2	204 GC – 10 Operations & Supply Chain Management	Y			
15	2	207 GE - UL - 07 Contemporary Frameworks in Management	Y	Y	Y	
16	2	206 MKT SC – MKT- 02 Consumer Behaviour	Y	Y		
17	2	209 GE - UL - 09 Start Up and New Venture Management	Y		Y	Y
18	2	- Business ,Government & Society	Y		y	Y
19	2	214 GE – IL - 09 Industry Analysis & Desk Research	Y		Y	Y
22	2	219 MKT SE – IL - MKT- 03 Personal Selling Lab	Y			
23	3	301 GC – 11 Strategic Management		Y		Y

Refer this nos on below doct.

Highlighted syllabus with this colors

24	3	304 MKT SC – MKT- 03 Services Marketing	Y			
25	3	304 OSCM-Services Operations Management-II	Y			
26	3	SC – RABM – 01 Agriculture and Indian Economy			Y	Y
27	3	307 GE - UL - 14 International Business Environment			Y	Y
28	3	309 GE - UL - 16 Knowledge Management	Y			
29	3	311-Management of Non-Profit Organisations	Y			
30	3	SC – PHCM- 01 Fundamentals of Pharma and Healthcare Management	Y		Y	Y
31	3	312 MKT SE – IL - MKT- 07 Business to Business Marketing	Y			Y
32	3	314 MKT SE – IL - MKT- 09 Digital Marketing - II	Y			
33	4	SE – RABM – 04 Rural Marketing - I	Y	Y		
34	4	SC – PHCM- 02 Pharma and healthcare regulatory environment in India	Y		Y	
35	4	SC – PHCM- 01 Fundamental of Pharma and healthcare Management	Y			Y
36	4	401 GC – 14 Enterprise Performance Management	Y			
37	4	402 GC – 15 Indian Ethos & Business Ethics	Y			
38	4	405 GE - UL - 19 Global Strategic Management				Y
39	4	408 GE - UL - 22 Corporate Social Responsibility & Sustainability	Y		Y	Y

1.3.1 Institution integrates crosscutting issues relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability into the **VALUE ADDED CERTIFICATION PROGRAMME**

Sr. No	Course Code	Year of offering	Certification Name	Cross Cutting Issues Relevant to			
				Professional Ethics	Human Values	Gender	Environment and Sustainability
40	LBS2021-2204	2021-22	Corporate Etiquette & Business Ethics	Y	Y		
41	LBS2021-2205	2021-22	SMART (Selling, Marketing and Recruitment, Training) for Agriculture Business Management	Y			Y
42	LBS2021-2206	2021-22	Agriculture and Food Industry Environmental Analysis	Y	Y		
43	LBS2021-2209	2021-22	Intellectual Property Right for Agriculture & Food Industry		Y		
44	LBS2021-2210	2021-22	Presentation Skills and Public Speaking	Y	Y		
45	LBS2021-2212	2021-22	Event Management	Y			
46	LBS2021-2221	2021-22	SMART (Selling, Marketing and Recruitment, Training) for Pharma and Healthcare management		Y		
47	LBS2021-2233	2021-22	Industry Environmental Analysis	Y			
48	LBS2021-2237	2021-22	Investment Advisor		Y		
49	LBS2020-2204	2020-21	Corporate Etiquette & Business Ethics	Y	Y	Y	
50	LBS2020-2205	2020-21	SMART (Selling, Marketing and Recruitment, Training) for Agriculture Business Management	Y	Y		
51	LBS2020-2206	2020-21	Agriculture and Food Industry Environmental Analysis	Y			Y
52	LBS2020-2209	2020-21	Intellectual Property Right for Agriculture & Food Industry		Y		
53	LBS2020-2212	2020-21	Event Management	Y			
54	LBS2020-2221	2020-21	SMART (Selling, Marketing and Recruitment, Training) for Pharma and Healthcare management	Y	Y		
55	LBS2020-2222	2020-21	Pharmaceutical and Healthcare industry Environmental Analysis				Y
56	LBS2020-2232	2020-21	SMART (Selling, Marketing and Recruitment, Training)	Y	Y	Y	
57	LBS2020-2233	2020-21	Industry Environmental Analysis	Y			Y
58	LBSABM2019-21/03	2019-20	Sales Process Planning and execution for agriculture and Food Industry	Y	Y		
59	LBSPHM2019-21/04	2019-20	SMART for the Pharmaceutical and Healthcare Industry	Y	Y		

60	LBS 301	2018-19	Social Media and Personal Branding	Y			
	LBS 302	2018-19	Corporate Etiquettes and Grooming	Y			
	LBS 304	2018-19	Ethics in Business	Y	Y		
	LBS 305	2018-19	Entrepreneurship Unleashed			Y	
	LBS 306	2018-19	SMART	Y			
61	LBS 201	2017-18	Life Skills		Y		
	LBS 202	2017-18	Social Media and Personal Branding		Y		
	LBS 203	2017-18	Corporate Etiquettes and Grooming	Y	Y		
	LBS 205	2017-18	Ethics in Business	Y	Y		
	LBS 206	2017-18	Entrepreneurship Unleashed			Y	

Note: Syllabus copy of University/Value added program has been attached herewith highlighting the relevant crosscutting issue which maps part of syllabus in that particular course/certifications. Following color combination has used.

Cross Cutting Issues	Highlighted by
Professional Ethics	Yellow
Human Values	Light Blue
Gender	Orange
Environment and Sustainability	Green

ANNEXURE II – COURSE WISE DETAILED SYLLABUS
Generic Core Courses (Compulsory) – Semester I & II

Semester I		101 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing.
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	EVALUATE the financial impact of the decision.

- 1. Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization. **Basic concepts and terms used in accounting.** Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance. (4+2)
- 2. Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. (7 + 2)
- 3. Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet. (8 + 2)
- 4. Short Term Business Decision Techniques – Marginal Costing:** Meaning, Principles, Advantages and Limitations. Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, **Short Term Business Decisions–** Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions. (8 + 2)
- 5. Exercising Control – Budgetary Control & Standard Costing:** **Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. (8 + 2)

Note: Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing and Short-Term Business Decisions
4. Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget
5. Material Variances and Labour Variances

Suggested Text Books:

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V. Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni

Suggested Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S. N. Maheshwari




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4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V. Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhingra, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawahar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Evolution of management thought, five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ, **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window, Transaction Analysis, Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, **Relationship between behavior and attitude. (7+2)**
2. **Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. **(8+2)**
3. **Group and Team Dynamics:** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five-Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. **Overview of Leadership- Traits and Types, Theories of Leadership- Trait and Behavioral Theories (8+2)**
4. **Conflict Management** - Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, **Types of Culture**, Creating and Maintaining Organization Culture, Managing Cultural Diversity. **(7+2)**
5. **Stress at workplace:** Work Stressors - Prevention and Management of stress - **Balancing work and Life, workplace spirituality** **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. **(5+2)**



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pricing: Cyclical pricing, Penetration Pricing, Price Leadership, Price Skimming, Transfer pricing, Price Determination under Perfect Competition, Introduction, Market and Market Structure, Perfect Competition, Price Output Determination under Perfect Competition, Short run Industry Equilibrium under Perfect Competition, Short run Firm Equilibrium under Perfect Competition, Long run Industry Equilibrium under Perfect Competition, Long run Firm Equilibrium under Perfect Competition, Pricing Under Imperfect Competition: Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis, Profit Policy, Break Even analysis, Profit Forecasting, Need for Government Intervention in Markets, Price Controls, Support Price, Prevention and Control of Monopolies, System of Dual Price (11+1)

5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator, Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions (7+1)

Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I		104 - Business Research Methods
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization, Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy,



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2. Research Design: Concept, Features of a robust research design, Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation, Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design, Cross sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design, **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis, Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis, Concept of Hypothesis Testing - Logic & Importance. (7+1)

3. Data & Measurement: Meaning of data, Need for data, **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data – Sufficiency, adequacy, reliability and consistency, **Primary Data:** Definition, Advantages and disadvantages over secondary data, **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio, **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application, **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey interviewing, Online questionnaire tools. (8+1)

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample, Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response, **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling, **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods, **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) (9+1)

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation, **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms, **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation, Chi-square test including testing hypothesis of association, association of attributes, **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios, **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test, Non-parametric tests: Binomial test of proportion, Randomness test, Analysis of Variance: One way and two-way Classifications, **Research Reports:** Structure of Research report, Report writing and Presentation. (10+1)

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology in Management, Dr.V.P.Michael



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Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).

- 1. Introduction to Marketing:** Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production – Sales – Marketing – Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value (5+2)
- 2. Marketing Environment:** Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics. (5+2)
- 3. Segmentation, Target Marketing & Positioning:** Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning. Value Proposition & Unique Selling Proposition. (8+2)
- 4. Consumer Behavior:** Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior. (7+2)
- 5. Marketing Mix:** Origin & Concept of Marketing Mix, 7P's – Product, Price, Place, Promotion, People, Process, Physical evidence. **Product Life Cycle:** Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. (10+2)

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.



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Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Kohly, Mithileshwar Iha, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agrihotri, Fhasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester I		106 – Digital Business
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.

1. **Electronic Commerce:** The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms, E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society. (7+2)
2. **Mobile Commerce, Social Commerce and IoT:** Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. (7+2)
3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls, Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. (7+2)



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Generic Courses (Electives) - University Level - Semester I & II

Semester I		107 - Management Fundamentals
2 Credits	LTP: 2-0-0	Generic Elective - University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

- 1. Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job. (5)
- 2. Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. (6)
- 3. Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization, Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty, Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations - Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. (7)
- 4. Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear-Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. (7)
- 5. Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. (5)

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.



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Role of Small scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers (6)

5. **The Foreign Trade of India:** Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs) An Overview. (6)

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S.Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi
4. Business Environment , Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi .

Suggested Reference Books:

1. Economic Environment of Business , Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business , Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

1. **Entrepreneurship:** Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. **Attributes and Characteristics** of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, **women entrepreneurs**, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. (6)



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- Theories of entrepreneurship:** Innovation Theory by Schumpeter & Imitating, **Theory of High Achievement** by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. (4)
- Entrepreneurship development:** Entrepreneurial Competencies, Developing Competencies Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NILESUD, NEDB, EDP - Objectives - contents - methods - execution. Role of Mentors. Innovation and Entrepreneurship, **Design Thinking Process**. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, **Human Resource**, Production; Research-external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. (6)
- Role of Central Government and State Government in promoting Entrepreneurship:** Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, **Women Entrepreneurs** - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units - Institutional Framework - Role of SSI Sector in the Economy - SSI Units - Failure, Causes and Preventive Measures - Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. (5)
- Enterprise Promotion:** Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, **Elements of Business Plan**, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, **Critical risk contingencies of the proposal**, Scheduling and milestones. (9)

Suggested Text Books:

- Dynamics of Entrepreneurship Development, Vasant Desai
- Entrepreneurship: New Venture Creation, David H. Holt
- Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
- Project management, K. Nagarajan.
- Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

- The Culture of Entrepreneurship, Brigitte Berger
- Innovation and Entrepreneurship, Peter F. Drucker
- Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
- Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
- New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
- Entrepreneurship and Small Business Management, Siropolis
- The Entrepreneurial Connection, Gurmeet Naroola
- Thought Leaders, Steven Brandt
- Corporate Entrepreneurship, Vijay Sathe
- Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
- Intrapreneurship: Gifford Pinchot
- Lead like an Entrepreneur, Neal Thornberry
- You Too Can Become an Entrepreneur, Nalinaksha Mutsuddi
- Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare

Semester I		110 – Essentials of Psychology for Managers
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

COR#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO110.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO110.3	APPLYING	APPLY principles of learning and conditioning to human behavior.



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CO110.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing
CO110.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

- 1. Basic Concepts:** Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness - states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. (6)
- 2. Sensation and Perception :** Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing - Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. (6)
- 3. Learning and Conditioning:** A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. (6)
- 4. Memory:** Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory - Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. (6)
- 5. Cognition:** Thinking - Mental Imagery, Problem Solving, Decision Making, Concept Formation, Language development. Relationship between language and thinking. Emotion: Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion - Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion(6)

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective - University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

- 1. The Contract Act, 1872:** Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency - Agent and Principal (Relationship/rights), Types of agency. (5+1)
- 2. Sale of Goods Act, 1930:** Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. (5+1)
- 3. The Negotiable Instrument Act, 1881:** Negotiable Instruments - Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument - Noting and Protest. (5+1)



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4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services, Social Shopping - Concept, Benefits and Drivers, Social Shopping Aids - Recommendations, Reviews, Ratings, and Marketplaces, Real Time Online Shopping, The Online Versus Off-line Competition, Click and Brick models, Product and Service Customization and Personalization. **Fintech:** F-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. **Digital Government:** Government to Citizens, Government to Business, Government to Government, Government to Employees. Models, Internal Efficiency and Effectiveness. I-Government and Social Networking, M-Government. **E-Learning, E-Training, and E-Books:** Basics of E-Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books. (7+2)

5. **Digital Business Applications - II: Online Travel and Tourism Services:** Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. **E-Employment:** Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market. **E-Health:** Definition, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance. **Entertainment, Media & Gaming:** Service Industry Consumer Applications, Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games, Mobile Gambling, Mobility and Sports, Social Entertainment. (7+2)

Note: The focus of the entire course should be on business issues and not merely on technology.

Suggested Text Books:

1. Introduction to E Commerce & Social Commerce, Turban E, Whiteside J, King D, Outland J Springer
2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.

Semester II		201 – Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

1. **Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, The Customer Value Hierarchy, New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. (7 + 2)

2. **Pricing:** Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing



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method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. (7 + 2)

3. **Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. (7 + 2)

4. **Promotion:** Meaning, The role of marketing communications in marketing effort. Communication Mix Elements - Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Steps in Developing effective marketing communication - Identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix. promotional mix strategy, push-pull strategies. (7 + 2)

5. **Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit. (7 + 2)

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Kohly, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester II		202 – Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

1. **Business Finance:** Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager (3+2)



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- 2. **Techniques of Financial Statement Analysis:** Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement (10 + 2)
- 3. **Working Capital Management:** Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement (Total Cost Method & Cash Cost Method) (8 + 2)
- 4. **Capital Structure:** Meaning and Factors affecting Capital Structure, Different sources of finance, Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types (6 + 2)
- 5. **Capital Budgeting:** Meaning, Definition of Capital Budgeting, Time value of money Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR (6+2)

Note: Numerical Problems will be asked on following topics only--

- 1. Common Size Statements
- 2. Comparative Statements
- 3. Trend Analysis
- 4. Ratio Analysis (Calculation of ratios plus its interpretation)
- 5. Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
- 6. Operating Cycle
- 7. Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
- 8. Capital Structure
- 9. Leverages
- 10. Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

Suggested Text Books:

- 1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
- 2. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons)
- 3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
- 4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
- 5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
- 6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
- 7. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)
- 8. Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

- 1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
- 2. Financial Management, Ravi Kishore (Taxmann)
- 3. Financial management, V.K. Bhalla (S. Chand)
- 4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

Semester II		203 – Human Resource Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO203.5	ANALYSING	OUTLINE the compensation strategies of an organization
CO203.6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.



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- Human Resource Management: Concept and Challenges** - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM, Introduction to SHRM, Define SHRM, importance and nature, HRM Models: Harvard Model, SHRM 'matching model' (5+2)
- HR Acquisition & Retention:** Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP, Job Analysis Process, Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting job design, Job enrichment Vs job enlargement, Recruitment introduction & Sources of Recruitment, Difference between assessment and selection Recruitment, Selection Process, Induction and Orientation, Career Planning Process of career planning and development, Succession Planning PROBES, Transfer and Promotion, Retention of Employees, Importance of retention, strategies of retention (8+2)
- Managing Employee Performance and Training:** Performance Appraisal & Performance Management - Definition, Objective, Importance, Appraisal Process and Appraisal Methods, Why to measure performance and its purpose, Performance Appraisal Vs Performance Management, Potential Management, Training and Development - Definition - Scope - Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning, Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model (8+2)
- Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation, Factors in compensation plan, Wage/ Salary differentials, Components of salary, Incentives and Benefits - Financial & Nonfinancial Incentive, Fringe Benefits, Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry, (8+2)
- Emerging Trends in HRM:** HRIS- Need, Advantages & Uses of HRIS, HR Accounting- Concepts, Objective, Advantage, Limitation & Method, HR Audit- Concept, Objective, Scope & Process, HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. (6+2)

Suggested Text Books:

- Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi
- Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
- Human Resource Management, Arun Monappa, Tata McGraw Hill Publishing Company
- Human Resource Management, Mirza & Zalyaddin
- Human Resource Management, Dr. P.C. Pardeshi, Niramli Publication
- Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
- Human Resource Management, C.B. Marmoria, Himalaya Publishing House
- Human Resource Management, Gary Dessler, Dorling Kindersley Pvt Ltd.
- Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.
- Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

- Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
- Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
- Applied Psychology in Human Resource Management, Cascio & Aguinis, PHI.

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Semester II		204 - Operations & Supply Chain Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.



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CO2D4.4	ANALYSING	(A) ILLUSTRATE inventory levels and order quantities and MAKE USE OF various inventory classification methods. (B) OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with / customer issues, logistic and Business issues in a real world context. (C) ELABORATE upon different operational issues in manufacturing and services organisations where the decision making element is emphasized.
CO2D4.5	EVALUATING	
CO2D4.6	CREATING	

- 1. Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customer's view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, **Ethical and Environmental Issues on Operations and Supply Chain Functions.** (7+2)
- 2. Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow, Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. (6+2)
- 3. Production Planning & Control (PPC):** Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. (8+2)
- 4. Inventory Planning and Control:** Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. **EOQ** - definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SDS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point. (8+2)
- 5. Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM - Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. (6+2)

Suggested Text Books:

1. Operations Management Theory & Practice, B.Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.



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Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step, Model Step, Forecast Step. (5+1)

Suggested Text Books:

1. Demand Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning, Chaman L. Jain and Jack Malheron

Semester II		207 – Contemporary Frameworks in Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

1. **Emotional Intelligence** : What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The 'EQ brain' and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ
2. **The 7 habits of highly effective people**: Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal
3. **Five dysfunctions of a team**: Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success
4. **The 21 irrefutable laws of leadership**: The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The



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law of buy in, The law of victory, The law of the big man, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy

5. **Good to Great: Level 5 Leadership:** Leaders who are humble, but driven to do what's best for the company, First Who, Then What. Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company). **Confront the Brutal Facts:** The Stockdale paradox, Hedgehog Concept: Three overlapping circles. What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? **Culture of Discipline:** Pressing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

1. Emotional Intelligence, Daniel Goleman
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. The Five Dysfunctions of a Team: A Leadership Fable, Patrick M. Lencioni
4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

1. **Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. (6)
2. **The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. (6)
3. **International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights, Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. (6)
4. **International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. (6)
5. **Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism, Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. (6)

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhaia, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone



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- (a) **Sales Analysis and Forecasting:** Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of Market demand and Market potential, Forecasting, Forecasting methods, Choosing a forecast model, forecast errors: Moving Average and Exponential Methods, Decomposition Methods, Regression Models
 - (b) **New Product Development and Test Marketing:** marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design
 - (c) **Market Segmentation and Positioning:** researching traditional market segments, defining meaningful segments; assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. **Use of Factor analysis and perceptual maps.**
 - (d) **Pricing research:** Pricing research and pricing strategy decisions, optimum price-product-feature configurations and market positioning opportunities. **(10+2)**
- 5. Marketing Research Applications - II:**
- (a) **Brand Research:** brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.
 - (b) **Advertising Research:** Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.
 - (c) **International Marketing Research:** Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis - Data comparability and validity problems, major sources of errors, Report preparation and presentation. **(9+2)**

Suggested Text Books:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.

Suggested Text Books:

1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
4. Marketing Research, Tull, D.S. and D.J. Hawkins, New Delhi: Prentice Hall of India.

Semester II		206MKT: Consumer Behavior
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Marketing Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO206MKT.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO206MKT.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO206MKT.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO206MKT.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).



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CO206MKT 6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.
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- 1. Introduction to Consumer Behavior:** Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, Dimensions of Consumerism, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, Consumer Behavior and its Applications in Marketing. **(4+1)**
- 2. Individual Determinants of Consumer Behavior:**
 - (a) Consumer Personality** – Personality, Self-concept, Overview of Personality Theories, Brand Personality, Emotions.
 - (b) Consumer Perception** - Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.
 - (c) Consumer Learning, Memory and Involvement** - Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity.
 - (d) Consumer Attitudes** - Functions of Attitude, Attitude Models, Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers.
 - (e) Consumer Motivation** - Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Overview of Maslow's hierarchy of needs. **(11+1)**
- 3. Environmental Influences on Consumer Behavior:**
 - (a) Cultural Influences on Consumer Behavior** – Concept of Culture, Values, Sub-cultures, Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences.
 - (b) Social Class and Group Influences on Consumer Behavior** - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership.
 - (c) Indian Consumer:** Social classes in India - old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.
 - (d) Diffusion of Innovation** - Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion. **(11+1)**
- 4. Consumer Decision Making Process:**
 - (a) Problem Recognition** - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information
 - (b) Search & Evaluation** - Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence, Situational Variables
 - (c) Purchasing Process** - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns
 - (d) Post-purchase Evaluation & Behavior** - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance.
 - (e) Consumer Decision Models** - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model **(11+1)**
- 5. Organizational Buying Behavior:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles. **(3+1)**

Note: Live examples and cases to be discussed.

Suggested Text Books:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill
3. Consumer Behavior, Batra, Kazmi, Excel Books
4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition



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4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Semester II		209 - Start Up and New Venture Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

1. **Being an Entrepreneur:** The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure-Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. (5)
2. **Customer Discovery:** Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. (7)
3. **The Financial Road Map:** Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital-Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI, Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. (6)
4. **Entrepreneurial Leadership:** Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form-partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. (5)
5. **Business Plan:** Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), Income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions, Executive summary, Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. (7)

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson

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2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt Ltd
4. Develop Your Ideal: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson.
7. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta, New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. (5)
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. (5)
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography, Grounded Theory Methodology. (5)
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. (5)



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5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management (5)

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Jimmy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth, poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. **Roles of Business, Government, and Society:** Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment, Macroeconomic crises since 1990s- Indian and global experiences.
2. **Poverty, Inequality and Economic Growth:** Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.
3. **Public Private Partnerships:** The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.
4. **Multinational Corporations:** Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.
5. **Business in a Global Environment:** Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition



Semester II		214 - Industry Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

- Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. (5)
- Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. (5)
- External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. (5)
- Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. (5)
- Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall carry out an indepth study of any TWO industries of their choice.
- Industries selected should be distinct from each other.
- Students shall submit a structured detailed report.

Suggested Text Books:



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Suggested Text Books:

1. Product Management, Lehmann & Winer, TMGH
2. Product Management, S. A. Chhawalla, Himalaya Publishing House
3. Strategic Brand Management, Kevin Lane Keller, Pearson
4. Strategic Brand Management, J N Kapferer, Kogan Page
5. Brand Management, Dr. S.L.Gupta Himalaya Publishing House

Suggested Reference Books:

1. Product Management, Dr. C. Anandan, TMGH
2. Product & Brand Management, U.C. Mathur, Excel books
3. Building Brand Equity, David Aaker
4. Branding Concepts & Process, Debashish Pati
5. Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta

Semester II		219MKT: Personal Selling Lab
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219MKT.1	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
CO219MKT.2	UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
CO219MKT.3	APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
CO219MKT.4	ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e-product / e-service.
CO219MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.
CO219MKT.6	CREATING	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.

1. **Personal Selling & Salesmanship:** Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethical and Legal Considerations in Personal Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals - Physical, Mental, Social and Character Traits. Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory, Career in Personal Selling / Sales; What Companies Look for in New Salespeople. (4)
2. **Personal Selling Process:** Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non- directive questions, rephrasing, redirect questions; Sales Leads, Account Management, Building long-term partnership by Selling, Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products. (7)
3. **Personal Selling Process:** Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. Customer Service : meaning of Customer Service, Importance of Customer Satisfaction Customer Follow-Up Strategies, Customer Service Questionnaire, Evaluating Customer Service. (7)
4. **Personal Selling Skills:** Negotiation, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making choice of Communication Style, Communication and Trust Building, Listening Skills, Presentation and Demonstration, ,



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Body Language: Space, Moments, Eye Contacts, & Postures, Follow up Calls, Writing Effective Sales Letters and e-mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself, Managing Time and Territory Self-Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Working Smarter, Cold Call Mechanism, Tools and Technical aids for Selling. (3)

5. **Personal Selling Applications and Situations:** Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups. (4)

Suggested Text Books:

1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition
2. A B C's of Selling by Charles M. Futrell, AITBS, New Delhi,
3. World Class Selling by Roy Chitwood, JAICO Publishing House
4. Successful Selling Solutions by Julian Clay, Viva Books
5. Value Added Selling by Tom Reilly, TMGH

Suggested Reference Books:

1. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd.
2. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations.
3. Sales Essentials by Stephan Schiffman, Avon Massachusset
4. Smarter Selling by Keith Dugdale & Lambert, Prentice Hall.
5. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books.
6. Successful Selling Skills by Richard Denny, The Sunday Times.
7. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press
8. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books

Semester II		220MKT: Digital Marketing - I
2 Credits	LTP: 0:3:1	Subject Elective (SE) Course – Marketing Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
CO220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
CO220MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
CO220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
CO220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

1. **Digital Marketing Planning and Structure:** Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website. (5+1)

2. **Facebook Marketing Fundamentals:** Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook Ad Account,



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Semester III and IV Syllabus

Generic Core (GC) Courses - Semester III

Semester III		301 - Strategic Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

- 1. Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic intent - Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. (7+2)
- 2. Analyzing Company's Internal Environment:** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities, Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging - concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model. (7+2)
- 3. Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies. (7+2)
- 4. Strategy Implementation:** Barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation - Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy - Concept of Balanced scorecard for strategy evaluation. (7+2)
- 5. Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvas & Value Curves, Four Action framework. Business Models: Meaning & components of business models,



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Specialization: Marketing Management

Semester III	SC - MKT- 03	304 MKT - Services Marketing
3 Credits	LTP: 2:1:1	Subject Core (SC) Course - Marketing Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304 MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO304 MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO304 MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO304 MKT.6	CREATING	DEVELOP marketing mix for various services offering

- 1. Services Marketing- An Insight into Emerging Sector of Economy**
Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives [6+2]
- 2. Role of Process, People & Physical Evidence in Services Marketing:**
Process - Service system - Service system, Servicescape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process.
People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters: High-Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture
Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing [8+2]
- 3. Managing Consumer Behaviour & Service Quality:**
Consumer and Organisational Behaviour in Services - Understanding Our Customers & Collaborators in services, stages of service consumption Service Quality- Levels & Dimensions; Service Quality Models - ServQual, GAP Model and Critical Incident Model. Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behaviour-Complaint Resolution [7+2]
- 4. Segmentation, Targeting & Positioning of Services in Modern Era:** Bases for Segmentation of Services; Selecting Target Market & Approaches; Techniques of Positioning Services. Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value.
Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges. [7+2]
- 5. Marketing of Services: New Paradigm and Perspectives:**
Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India
Applications of Service Marketing: Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, Non-Profit Organisations [7+2]

[Relevant cases must be discussed for the above all units]

Suggested Text Books

1. Service Marketing Concepts Applications & Cases Mk Rampal, SI Gupta, Galgotia Publishing Company
2. Services Marketing: People Technology Strategy, by Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8th edition (2017)
3. Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition
4. Services Marketing: Global Edition by Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition



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Subject Core (SC) Courses - Semester III
Specialization: Operations & Supply Chain Management

Semester III		304 OSCM- Services Operations Management – II
3 Credits	LTP: 2:1:1	Subject Core (SC) Course – Operations & Supply Chain Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304OSCM .1	REMEMBERING	DEFINE the key concepts in Services Operations Management.
CO304OSCM .2	UNDERSTANDING	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
CO304OSCM .3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm.
CO304OSCM .4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
CO304OSCM .5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
CO304OSCM .6	CREATING	SOLVE the relevant numerical in the scope of the subject.

- Service Strategy:** Strategic Service Vision, Competitive Environment of Services, Competitive Service Strategies. Overall Cost Leadership, Differentiation & Focus approaches. Winning Customers in the Marketplace - Qualifiers, Service Winners & Service Losers. The Competitive Role of Information in Services. Creation of Barriers to Entry, Revenue Generation, Database Asset, Productivity Enhancement, The Virtual Value Chain, First Stage (New Processes), Second Stage (New Knowledge), Third Stage (New Products), Fourth Stage (New Relationships) . (7+2)
- Service Quality:** Defining Service Quality, Dimensions of Service Quality, Gaps in Service Quality, Measuring Service Quality, SERVQUAL. Quality Service by Design, Incorporation of Quality in the Service Package, Poka-Yoke (Fail-safe), Quality Function Deployment, Walk-Through Audit, Designing a Walk-Through Audit, The Walk-Through Audit as a Diagnostic Instrument. Cost of Quality, Unconditional Service Guarantee. Service Recovery, Approaches to Service Recovery, Complaint Handling Policy. Overview of Numerical on Control Chart for Variables (X-chart and R- chart), Control Chart for Attributes (p-chart). (7+2)
- Service Supply Relationships:** Supply Chain Management, Network Model, Managing Uncertainty, Service Supply Relationships, Customer-Supplier Duality, Service Supply Relationships Are Hubs, Not Chains, Service Capacity Is Analogous to Inventory, Customer Supplied Inputs, Managing Service Relationships, Bidirectional Optimization, Productive Capacity, Perishability, Professional Service Firms, Attributes of Professional Services, Operational Characteristics, Outsourcing Services, Benefits and Risks of Outsourcing Services, Classification of Business Services, Managerial Considerations with Service Outsourcing. (7+2)
- Service Design Principles:** Basics of Service Design , Holistic service design, service design and overall business change, Scope and flow of service design, Value to the business, Comprehensive and integrated service design, The four Ps, Service composition, Setting direction, policy and strategy for IT services, Optimizing design performance, Service design goals, Balanced design , Identifying service requirement , Designing measurement methods and metrics. (7+2)
- Customer in service industry:** Buyer characteristics, buyer decision-making process (EKB model), customer involvement in service process, customer behaviour in service settings. Relationship marketing, evolution of relationship marketing, degree of relationship building, the importance of customer retention, enhancement of internal and external relationship change, 7-S Framework, determining the value of customer, lifetime value of customer, customer relationship management strategies, customer delight and customer loyalty. Case study on Axis Bank. (7+2)

Suggested Text Books:

- Successful Service Operations Management, Metter, King-Metters, Pulliman & Walton, Thomson India
- Services Business Management, Dr Abhay Kulkarni and Dr Sudhir Hasamnis, Himalaya Publication
- Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press
- Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill



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Syllabus for Rural & Agri Business Management (MINOR ONLY SPECIALIZATION)

Semester III		SC – RABM – 01 Agriculture and Indian Economy/ Rural & Agri Business Management
3 Credits	LTP: 2:1:1	

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM01.1	REMEMBERING	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
RABM01.2	UNDERSTANDING	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
RABM01.3	APPLYING	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
RABM01.4	ANALYSING	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.
RABM01.5	EVALUATING	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
RABM01.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

- Indian Agriculture under the Five Year Plans :** The Green Revolution, The place of agriculture in the national economy, progress of agriculture under the Five Year Plans, Present position of Indian Agriculture : Looming Crisis, New Thrust Areas in Agriculture, National Commissions of **Farmers and Green Revolution, Crop Pattern in India since 1951.**
- Food Security in India: Green Revolution, Second Green Revolution – the future prospects,** Concept of Food Security, Food self-sufficiency and food security, Poverty and need for Public Distribution Systems, Policy Options for reforms of PDS, Food Insecurity at Global level, Food Security Act – Salient features and implications.
- Irrigation and other agricultural inputs:** Irrigation, multipurpose river valley project - a controversy, irrigation in the 12th plan, private sector participation in irrigation, fertilizers and manures, improved seeds, soil conservation and reclamation, livestock and dairy development, mechanization of agriculture
- Land Reforms:** The need and scope for land reforms in a developing economy, the abolition of intermediaries, tenancy reforms, ceiling on land holdings, an appraisal of land reforms. Size of Farms and Productive Efficiency: Meaning of economic holding, changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency, the problem of sub division and fragmentation of holdings, cooperative farming.
- Agriculture Labour:** Present position of agricultural Labour in India, Agricultural Labour and Minimum Wages, Abolition of Bonded Labour, Recommendations of National Commissions on Rural Labour (NCRL)

Suggested Text Books:

- Indian Economy, Datt and Sundharam, S Chand
- Indian Economy Since Independence, edited by Uma Kapila, Academic Foundation
- Indian Agriculture - issues and perspectives, Edited by N Janardhana Rao, ICAI University Press

Suggested Reference Books:

- Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons.
- Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publications
- Francis Cherunilam 2003. *Business Environment*. Himalaya Publications

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307 .1	Remembering	Recall and Describe the key concepts of international Business Environment
CO 307 .2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

- 1. Introduction to International Business:** Importance, nature and scope of International business, modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization. (5+1)
- 2. International Business Environment:** Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, **Ethics and CSR in International Business.** (5+1)
- 3. International Financial Environment:** Foreign Investments - Pattern, Structure and effects. Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI contrasted with FPI. Basics of Forex Market. (5+1)
- 4. International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS. (5+1)
- 5. Emerging Issues in International Business Environment:** Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. **Labor and other Environmental Issues.** Impact of Pandemic COVID-19 on international trade. (5+1)

Suggested Text Books:

- Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
- International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
- Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
- International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
- International Business by P. Subha Rao

Suggested Reference Books:

- Going International Response Strategies For Indian Sector by Bhattacharya.B, Wheeler Publishing Co, New Delhi.
- International Economics by D.N. Krithani.
- International Business by Roger Bennett
- Business Environment by C.B. Gupta
- International Business by Francis Cherunillam

Semester III		308 – Project Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	Remembering	DEFINE the key terms and concepts in project management.
CO 308 .2	Understanding	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle



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CO 308 .3	Applying	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	Analysing	EXAMINE the importance of Leadership specifically in heterogeneous and virtual teams as well as governance and approaches to conflict resolutions
CO 308 .5	Evaluating	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management

- 1. Overview of Project Management:** Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices. (5+1)
- 2. Project Planning:** Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Arrow Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques. (5+1)
- 3. Project Scheduling & Risk Management:** Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations . Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management. (5+1)
- 4. Project Organization:** The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. (5+1)
- 5. Project Evaluation:** Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. (5+1)

Suggested Text Books:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Effective Project Management, Clements and Gido, Thomson – India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill

Suggested Reference Books:

1. Project management institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Semester III		309 – Knowledge Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309 .1	Remembering	DEFINE the key terms and concepts in Knowledge Management.



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CO 309.2	Understanding	DESCRIBE the Knowledge Management cycle
CO 309.3	Applying	DISCUSS the types of Knowledge and its implications
CO 309.4	Analysing	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309.5	Evaluating	EXPLAIN the human and business aspects of knowledge management

- 1. Introduction to Knowledge:** Meaning of data, information, knowledge and expertise, Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. declarative, tacit Vs. explicit, general Vs. specific, Types of expertise - associational, motor skill, theoretical, Characteristics of knowledge - explicitness, codifiability, teachability, Specificity, Reservoirs of knowledge. (5+1)
- 2. KM and KM Cycle:** Why KM, KM system life cycle, and aligning KM and business strategy, KM Cycle: Knowledge creation, capturing tacit knowledge, Types of knowledge and its implications for KM Knowledge codification and system development: codification, system testing and deployment, Knowledge transfer and knowledge sharing- the role of culture and structure (5+1)
- 3. KM system :** Analysis design and development: Knowledge infrastructure, Knowledge audit, and knowledge team, Analysis, design and development of KM system, KM tools and Portals: inferences from data, data mining and knowledge portals (5+1)
- 4. KM Infrastructure:** Organizational Structure, Organizational Culture, Communities of Practice, Information Technology Infrastructure, Common Knowledge (5+1)
- 5. Evaluation of KM effectiveness:** KM Impact: Dimensions of KM Impact - People, Processes, Products & Organizational Performance, Factors influencing impact - universalistic & contingency views, Assessment of KM impact - Qualitative & quantitative measures, Identification of appropriate KM solutions, Ethical, legal and managerial issues, KM experiences from Indian companies, KM Innovation and Learning organization, The future of KM. (5+1)

Suggested Text Books:

1. Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi.
2. Tiwana Amrit (1999). The Knowledge Management Toolkit. Prentice Hall PTR.
3. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies, Prentice Hall. ISBN: 0-13-109931-0.
4. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.

Suggested Reference Books:

1. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
2. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
3. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.
4. Stuart Barnes (Ed.) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.
5. Kimiz Dalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.
6. Shelda Debowski, Knowledge Management, Wiley India Edition.

Semester III		310- Corporate Governance
2 Credits	LTP: 2:0:0	Generic Elective - University Level

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

COR	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.



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CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

- 1. Conceptual Framework of Corporate Governance:** Introduction, Need and Scope Evolution of Corporate Governance, Developments in India. Corporate Governance Code and Agency Theory. Elements of Good Corporate Governance. Recent Corporate Governance Committee reports like N. R. Narayan Murthy Committee, J. J. Irani Committee etc. (5+1)
- 2. Board Effectiveness & Various Board Committees:** Issues and Challenges - Board Composition; Diversity in Board Room; Types of Directors; Board's Role and Responsibilities, Chairman, CEO, Separation of Roles, Relationship between Directors and Executives, Visionary Leadership, Board Charter, Meetings and Processes, Directors' Training and Development. Performance Evaluation of Board and Directors Board Committees Various. Board Committees, their Composition, Role and Responsibilities, Contribution to Board Governance. (5+1)
- 3. Corporate Governance and Other Stakeholders:** Shareholders: Rights of Shareholders, Challenges in Exercising Shareholders Rights Ownership structure & firm Performance, Legal Protection of small shareholders, Corporate Governance issues with regard to Related Party Transactions, Role of Investor Associations in Securing Shareholders Rights, Role of Institutional Investors in Corporate. Governance. Corporate Governance and Other Stakeholders: Employees, Customers, Lenders, Vendors, Government, Society. (5+1)
- 4. Legislative Framework of Corporate Governance in India:** Under Listing Agreement, SEBI Guidelines, Companies Act, Corporate Governance in PSUs, Banks, Insurance Companies, Service Sector, IT Sector. Risk Management and Internal Control: Risk Management and Oversight, Enterprise Risk Management, Roles and Functions of Internal Control, Disclosure about Risk, Risk Management and Internal Control. Global Perspective of Corporate Governance: An International Perspective Australia, Singapore, South Africa, United Kingdom, Contemporary Developments in the Global Arena. (5+1)
- 5. Recent Cases on Corporate Governance in India:** Corporate governance failure at Ricoh India: rebuilding lost trust, ICICI Bank- case of Chanda Kochhar, Corporate Governance at Infosys - A benchmark for Corporate Governance, Corporate Governance in India: Case Study of Satyam, Tata Group & Cyrus Mistry dispute, PNB, Kingfisher Airlines, Fortis etc. (5+1)

Suggested Text Books:

1. S. M. Dewan, Corporate governance in public sector enterprises, Pearson Longman, 2006.
2. Corporate Governance in India - An Evaluation by S C Das, PHI - Eastern Economy Edition.
3. Corporate Governance by Christine A Mallin, Oxford University Press
4. Corporate Governance - Global Concepts & Practices, Dr. S Singh, Excel Books.

Suggested Reference Books:

1. Corporate Governance, Principles, policies and Practices - A.C. Fernando, Pearson Education.
2. Corporate Governance - IICA, Taxmann.
3. The Art of Corporate Governance - Dr. Joffy George.
4. The Essential Book of Corporate Governance by G. N. Bajpai.
5. Companies Act 2013 and Rules.
6. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015
7. Case Studies on Ethics and Corporate Governance Vol I and II, ICAI Books.

Semester III		311-Management of Non-profit organizations
2 Credits	LTP: 2:0:0	Generic Elective - University Level

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO311.1	REMEMBERING	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
CO311.2	UNDERSTANDING	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.



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CO311.3	APPLYING	MAKE use of theoretical concepts, frameworks while registration process of Non Profit Organization.
CO311.4	ANALYSING	EXAMINE the role of any public policies which helps NPO in decision making.
CO311.5	EVALUATING	EVALUATE the performance of Non- Profit organizations, the critical financial considerations of the Non - Profit organization.

- Fundamentals of Non-profit organization:** Introduction of Non- Profit Sector & Non- Profit Organizations, Define the Non- Profit Organization and describe its dimensions. Key concepts in Non-Profit management including board of governance, staffing, regulation, and volunteer management. Concept of Non-Profit leadership and governance and the functions of boards in organizational governance, the Board's Role and Responsibilities. Roles of board members in Non-Profit organizations, responsibilities of Non-Profit Organizations. Elements of board behaviour for effectiveness of organization. Developing Leadership and Improving Governance in Non-Profit Organizations, Improving the Effectiveness of Boards of Directors and the tools used to facilitate assessments of board performance. (5+1)
- Basics of Non-Profit Organization:** Difference between For-Profit and Non-Profit organizations, Characteristics of Non-profit Organizations. Factors affecting development of Non-Profit organizations, Challenges of managing a Non-Profit organizations, Factors responsible for success of Non-Profit organizations, Skills and abilities of the leaders of Non-profit organizations, vision, mission, values and goals of Non-Profit organizations. (5+1)
- Registration and Formation of Non-Profit Organization:** Nature, objectives, legal procedures, formalities and documentations required for registration. Different types of Non-Profit Organizations: NGOs, Trust and Society, its significance, differences and relationships. Overview of Societies Registration Act, Indian Trust Act, Indian Companies Act, Charitable Endowment Act, Memorandum of Association, Rules and Bye-laws of Non-Profit Organizations, Tax Benefits and Exemptions under different acts. (5+1)
- Managing Non-Profit Organizations:** Role of executives in building effective and sustainable organizations, Standards and code of conduct appropriate to professionals in the sector, Accountability and "managing the mission", Volunteerism, conflicts of interest in various situations. Roles of Non-Profit organizations in the public policy framing process, Examples of Key public policies, Ethical issues, in management of NPOs, developing a sustainable business model based on the social need. (5+1)
- Performance of Non-Profit Organization:** Evaluating the performance of Non-profit Organizations, Ethical Decision making in Non Profit Organizations, Volunteers and their role in Non Profit organizations. Incentives and control in the non-profit context. Non-profit governance, Non-profit organizations and market competition, sales promotion and Public Relations for Non-profit Organization. Managing Financial Resource, Donor Marketing. (5+1)

Suggested Text Books:

- Non-Profit Management: Principles and Practice...(Paperback) by Michael J. Worth
- How to Start, Run & Grow a Successful Non- Profit organization by Aaron Sanders
- Non-Profit organizations: Theory, management, policy by Helmut k. Anheier
- Developing Non-Profit and Human Service Leaders: Essential Knowledge and Skills, Watson, Larry D., Hoefler, Richard, 2014
- Kumar, R., Goel, S. L. (2005). Administration and Management of NGOs: Text and Case Studies. Deep and Deep Publications

Suggested Reference Books:

- Banerjee, G. D. (2012). NGOs: Issues in Governance- Accountability Policies 7 Principles. Neha Publishers & Distributors
- David Lewis (2014). Non-Governmental Organizations, Management and Development. Routledge Publication.
- NGOs AND SOCIAL WELFARE: New Research Approaches David Lewis and N. Avichandran (Eds.)
- Marketing of Non-Profit Organizations by Philip Kotler
- Elements of Mercantile Law, N.D.Kapoor

Semester IV		405 – Global Strategic Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

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



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1. **Introduction:** Meaning, Nature, Scope and Importance of International Marketing; Management Orientations in the context of International Marketing – EPRG Framework; Overview of International Marketing Management Process; International Marketing Environment and Its Effect on International Marketing – Economic Environment, Trade Environment, Social and Cultural Environment, Political Environment, Legal and Regulatory Environment, Demographic Environment, Natural Environment, Technological Environment. [4+1+1]
2. **Approaching International Marketing:** International Marketing Information System and International Marketing Research; International Market Segmentation; Target Market Selection; International Market Entry Strategies; International Positioning Strategies [3+1+1]
3. **International Marketing Mix I:**
 - a) **International Product Planning:** Major Product Decisions-Product Features and Quality, Product Design, Branding, Packaging, Labeling, and Product Support Services; Product Standardization vs. Adaptation; New Product Development, **IPR Issues**, International Product Life Cycle; Managing Product Mix and Product Line.
 - b) **Pricing for International Markets:** Factors affecting International Price Determination; Pricing Strategies for International Markets; Price Quotations and Terms of Sale, Delivery and Payment; Dumping, Gray Market; Transfer Pricing [4+1+1]
4. **International Marketing Mix II:**
 - a) **Managing International Promotion:** International Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct Marketing; Standardization vs. Adaptation issue; Developing International Promotion Campaign.
 - b) **Managing International Distribution:** Designing International Distribution Channels; Management of International Distribution Channel; Distribution Channel Dynamics; International Logistics Management [5+1+1]
5. **Managing International Marketing in 21st Century:** Patterns of International Marketing Organization; Leadership; Digital Revolution and International Marketing; Developing International Competitiveness; Ethics, CSR and Social Responsiveness in Globalization Era. [4+1+1]

Suggested Text Books:

1. Global Marketing Management by Keegan Warren J. and Green M.C. Pearson Education.
2. International Marketing: Analysis and Strategy by Sakonkvisit and John Shaw, Prentice Hall of India.
3. International Marketing by Cateora, Graham and Salwan, McGraw-Hill.
4. International Marketing Management by Subhash Jain, CBS Publishers & Distributors.
5. International Marketing by Rakesh Mohan Joshi, Oxford University Press.
6. International Marketing by Rajgopal, Vikas Publishing House.

Suggested Reference Books:

1. International Marketing by Czinkota and Ronkainen, Cengage Learning.
2. Global Marketing Management by Kotabe and Helsen, Wiley Publication.
3. International Marketing by Terpstra Vern and Sarathy Ravi, The Dryden Press.
4. Global Marketing by Svend Hollensen, Prentice Hall.
5. International Marketing: An Indian Perspective by Varshney R. L. and Bhattacharya B., Sultan Chand and Sons.
6. International Marketing by PK Vasudeva, Excel Books.

Semester III	SE -IL -MKT- 09	314 MKT: Digital Marketing II
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 314MKT.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing.
CO 314MKT.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
CO 314MKT.3	APPLYING	MAKE USE OF various tools of digital marketing.
CO 314MKT.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.



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CO 314MKT.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
CO 314MKT.6	CREATING	DEVELOP appropriate digital marketing campaign.

1. Digital Marketing and its Role in Global Context:

- 1.1 Concept, Role and Importance of Digital Marketing, Digital Marketing Vs. Traditional Marketing, Digital Marketing Process, Phygital marketing, Omni channel marketing, E-commerce & new trends in current scenario of the world
- 1.2 Digital Marketing Environment, Digital Micro Environment, Understanding micro marketing elements in the digital marketing context
- 1.3 Digital Macro environment in India, PESTAL Analysis, National factors, global factors, **role of cyber policy and digital commerce policy**, Global Perspective of Digital Marketing (4+1)

2. Applying Segmentation, Targeting and Positioning to Digital Marketing:

- 2.1 Segmentation: Concept, Need & Benefits, Criteria for segmenting Digital Audience - Geographic, Demographic, Psychographic, **Behavioral segmentation**.
- 2.2 Targeting Online Customers - Business, Government and Customer Markets.
- 2.3 Product Positioning. Sectoral perspective in digital marketing applications with the help of case studies.
- 2.4. Overview of Marketing Mix in digital marketing context. (4+1)

3. Search Engine Optimization (SEO) Tools and Techniques:

- 3.1 Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization (SEO), Features of SEO, Significance of SEO.
- 3.2 Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEO, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective.
- 3.3 Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Inbound Marketing.
- 3.4 Overview of Inbound Marketing: Essentials of an Effective Inbound Strategy, Optimizing Your Website for SearchEngines, Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales. (5+2)

4. Search Engine Marketing (SEM) Tools:

- 4.1 Search Engine Marketing (SEM), Comparison between SEO and SEM, SMM and Keywords, Terminologies associated to SEM, Pay Per Click (PPC), Cost per Click (CPC), Search Engine Results Page (SERP), Click-Through Rate (CTR), Impressions, Google Display Network (GDN). Understanding Web and Mobile Marketing perspective.
- 4.2 Key SEM tools, Applications and functions, Google Ads, Google Analytics, Google Admob, Google AdSense, Google Marketing Platform, Google Shopping Campaign, Word stream advisor.
- 4.3 The Fundamentals of Blogging, Amplifying Your Content with Social Media, Enticing Clicks with Calls-to-Action, the Anatomy of a Landing Page, Optimization Thank You Page, Sending the Right Email to the Right Person, Hob Spot Inbound Marketing Certification.
- 4.4 Understanding the concept of Website Analytics, Different types of Web Analytics, Social Web Analytics, Mobile Web Analytics, Conversion Web Analytics, Key Performance Indicators, Google Analytic, Benefits of using Google Analytics, Clicky vs. Google Analytics, Website Traffic Measurement Metrics.
- 4.5 Affiliate Marketing, Influencer marketing, What is Traffic? Type of Traffic How to analyze & Track Traffic (Google analytics), Ways to increase Traffic, What is affiliate Marketing, Cost per Action (CPA) (5+2)

5. Social Media Marketing (SMM), B to C Perspective, B to B Perspective:

- 5.1 Introduction to Social Media, Advantages Over Online Marketing, Social Media Strategy. Understanding Web and Mobile Marketing perspective.
- 5.2 Facebook Marketing: Understanding of Facebook Marketing, Types of Facebook Advertising, Creating first ad on Facebook, Setting Campaign and optimization, Facebook Power Editor, Facebook Video Marketing, Facebook App & Shopping Marketing, Facebook ad library, Traffic and Leads Generation.
- 5.3 Twitter Advertising: Twitter Advertising, Types of Twitter Advertising, Creating first ad on Twitter Setting Campaign and optimization, Create conversion code, Twitter App Advertising, Twitter Video Advertising Leads & Traffic Advertising increase followers, Twitter Marketing, Strategy and Planning, Tracking and Conversion.



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Semester IV		SC - RABM - 04 Rural Marketing - I
2 Credits	LTP:1:1:1	Rural & Agri Business Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM04.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer.
RABM04.3	APPLYING	APPLY the models of consumer behavior in the rural market.
RABM04.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing.
RABM04.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools.
RABM04.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences.

1. Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive - Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers.

2. Rural marketing experiences: Case of HUL - Project Shakti, Case of CFCL - Uttam Bandhan, Case of ITC - e-Choupal, Case of Colgate - Education, Case of HLL - Social Marketing, lessons from experience.

3. Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption.

4. Rural Marketing Research: Significance of information, sources of information, marketing research - key decisions, approaches and tools - case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.

5. Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments - women and youth, guides to effective segmentation, targeting, positioning, Case Study.

Suggested Text Books:

1. Rural Marketing - Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing - Concept and Practices, Dogra and Ghuman, TMGH
3. Rural Marketing, Velayudhan, Sage
4. Rural Marketing, Gopaldaswamy, Vikas Publishing house
5. Rural Marketing in India, Habeeb - ur - Rahman, Himalaya Publishing House
6. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

Suggested Reference Book:

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age.SinghSukhpal. 2004.
2. Rural Marketing. Vikas Publishing House.



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Semester IV		SC-PHCM- 02 Pharma and Healthcare regulatory environment in India
3 Credits	LTP: 2:1:1	Pharma and Healthcare Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM02.1	REMEMBERING	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
PHCM02.2	UNDERSTANDING	UNDERSTAND various laws applicable to Pharma and Healthcare industry
PHCM02.3	APPLYING	Understand the situation and identify right legal way to solve the problem
PHCM02.4	ANALYSING	ANALYSE steps involved in Intellectual Property Rights registrations
PHCM02.5	EVALUATING	CHOOSE the right type of IPR as per the content and work available to protect.
PHCM02.6	CREATING	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector

- 1. Environmental Scanning:** Economic Environment, Competitive Environment, Political Legal Environment, Socio Cultural Environment, International and Technological Environment.
- 2. General Laws:** General Law of Contract: Essentials of a Contract – Offer and acceptance – Capacity of Parties Free Consent – Consideration and legality of object – Void argument and Contingent Contract, Law of privileged communications.
- 3. Introduction of Laws applicable to Hospitals:** Functioning of hospitals and Medico – legal responsibilities cases and problems, Medico- Legal Problems in relation to health administration, Provision of commissioning of hospitals: Registration of companies act 2013 with reference to Incorporation of hospitals as a company, Indian medical council act 1956
- 4. Laws related to drugs and Pharmacy:** Narcotic Drugs and Psychotropic Substances Act and Rules, Drugs and Cosmetics Act, 1940 , (Blood bank regulations under Drugs and cosmetic rules), Pharmacy Act 1948 Consumer Protection Act – Definition, Consumer Protection Council, Consumer Disputes Redressal Agencies – Other Salient features – Application of Consumer, Protection Act in Hospital, Recent judgment of Supreme Court, Implication for Health Professionals
- 5. Role of IPR in Pharma Business:** Intellectual Property Rights: Ideas to Assets, Types of IPR , their term, criteria and relevance: Patent, Trademarks, Design, Copyright, Trade secrets

Suggested Text Books:

1. New Drug Approval Process, edited by Richard A. Guarino
2. The Pharmaceutical Regulatory Process, edited by Ira R. Berry
3. Medical Product Regulatory Affairs, edited by J. J. Tobin and G. Walsh
4. Pharmaceutical Jurisprudence by G K Jani
5. Official websites related to various guidelines - www.ICH.Org 73 NIPER HYDERABAD
6. Compliance Quality Standards in the Pharmaceutical and Regulated Industries,
7. FDA Regulatory Affairs, edited by Douglas J. Pisano
8. The Pharmaceutical Regulatory Process edited by Ira R. Berry, Marcel Dekker.

Suggested Reference Books

1. The Pharmacy Act, 1948.
2. The Drugs and Cosmetics Act, 1940.
3. The Drugs and Magic Rem- edies (Objectionable Advertisement Act), 1954.
4. DPCO, 1995.
5. Patents Act, 2005/
6. Infant Milk substitutes, feeding bottles (Regulations of production, supply and distribution Act, 1992).
7. Clinical trial application requirement in India.
8. IND, NDA, ANDA application in Indian context.
9. Prevention of Food Adulteration Act. 10. Narcotics Drugs and Psychotropic Substance, 1985. 11. Latest amendments to the Drugs & Cosmetics Act. Recommended books:



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Syllabus for Pharma & Health Care Management (MINOR ONLY SPECIALIZATION)

Semester III		SC-PHCM- 01 Fundamental of Pharma and Healthcare Management
3 Credits	LTP: 2:1:1	Pharma and Healthcare Management

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
PHCM01.1	REMEMBERING	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
PHCM01.2	UNDERSTANDING	UNDERSTAND the different managerial functions of managers
PHCM01.3	APPLYING	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
PHCM01.4	ANALYSING	ANALYZE modern Pharma and Healthcare models
PHCM01.5	EVALUATING	EXPLAIN government initiatives to provide healthcare facilities in each part of country
PHCM01.6	CREATING	CONSTRUCT model to provide effective service in healthcare management

1. Introduction: Introduction of Pharmaceutical Industry, Health Care Management, Classical Management & Healthcare Services. Concept of Health Care Industry & its ever-changing character, Managerial activities for effective functioning, Duties and responsibilities of Managers, Qualities of effective Managers

2. Health Systems in India: Health planning in India including various committees and National Health Policy and Health Goals set from time to time. Organised sector with reference to Centre, State, District and Block level structures and local bodies and Panchayati Raj Organisation and functions of community health centres and Primary Health Centres (PHCs). Health Manpower, Primary Health care and concept, Alternative systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach Non-Governmental Organisations (NGOs) and Private Voluntary Organisations (PVOs). Unorganized Sector.

3. Human Resource Management in Pharma and Healthcare Organization: Recruitment process, Training and development, Managerial Role: A Framework for Thinking as well as in Practices. Concept of Motivation, Significance of Motivating People in Health Care Delivery, Different Motivational Theories. Groups and Teams Organizational Learning, Innovation and Change,

4. Pharma and Healthcare marketing: Marketing Mix in Pharma and Healthcare, STP, CRM Concept, Role and Significance of Customer Relationship Management (CRM) in Pharma and Healthcare Industry.

5. Modern Pharma and Healthcare models- Medical tourism, Tele Diagnosis and Tele medicine, Artificial Intelligence in Pharma and Healthcare, Use of Robotics in Pharma and Healthcare, Organised formats of Hospitals, Diagnostics and Chemist chain.

Suggested Text Books:

1. Organizing Design and Behavior in Health Care Services: Stephen M. Shortell, Arnold D. Kaluzny: CENGAGE Learning
2. Healthcare Management Ruchi Singh Himalaya Publishing House.

Suggested Reference Books

1. Hospital Management by S. M. Jha
2. Organization Design and Behavior in Health Care Services: Cengage Learning Stephen M Shortell



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Generic Core (GC) Courses - Semester IV

Semester IV		401 – Enterprise Performance Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

1. **Performance Management:** Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. **Performance Evaluation Parameters:** Financial – Responsibility Accounting – Concept of Responsibility Centers, Revenue Centre, Expense Centre – Engineered and Discretionary costs – Committed costs, Profit Centre, investment Centers. ROI, ROA, MVA, EVA – DuPont analysis. (Numerical Not expected – Interpretation only) Limitations of Financial Measures. (8+1)

2. **Performance Evaluation Parameters:** Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. **Measuring SBU Level Performance:** Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence. Transfer Pricing – Objective, Concept, and Methods – Cost based, Market price based & Negotiated, Applicability of Transfer Pricing. (Numerical / Case is expected) (7+1)

3. **Capital Expenditure Control:** Concept, Need, Process of Capital Budgeting, Types of capital expenditure decisions – pre-sanction, operational and post-sanction control of capital expenditure. Tools & Techniques of Capital Expenditure Control: Performance Index, Technical Performance Measurement, Post completion audit. **Performance Evaluation Parameters for Projects:** Project Control Process: Setting base line plan, Measuring progress and performance, comparing plan against action, Taking action, Schedule variance (time overruns), Project Cost Variance (cost overruns). (8+2)

4. **Performance Evaluation Parameters for Banks:** Customer Base, NPAs, Deposits, ROI, Financial Inclusion, Spread, Credit Appraisal, Investments. **Performance Evaluation Parameters for Retail:** ABC analysis, Sell Through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost, **Performance Evaluation Parameters for Non-Profit:** Features of Non-profit organizations, fund accounting, governance, product pricing, strategic planning & budget preparations, social audit. (8+2)

5. **Performance Evaluation Parameters for E-Commerce:** Features of E commerce, Need of evaluation, Metrics for performance evaluation: Business metrics, Traffic metrics, Conversion matrix & Audience involvement metrics. Various KPI used by E Commerce industry: Website traffic, referral traffic, conversion rate optimization, bounce rate of website, repeat visit, cart abandon rate, cost per conversion, average order value, revenue on advertising spend, customer life time value, net promoter score, churn rate. **Audit Function as a Performance Measurement Tool:** Financial Audit, Internal Audit, Cost Audit, Management Audit – Principles and Objectives (Audit Reports / Formats are expected to be discussed in the class from a performance measurement perspective). (9+1)

Suggested Text Books:

1. Management Control System by Robert Anthony & Vijay Govindrajn, Tata McGraw Hill Publishing Co. Ltd.
2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication
3. Retailing Management by Swapna Pradhan, TMGH

Suggested Reference Books:



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1. Project Management by K.Nagarajan, New Age International Publications
2. Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI
3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.
4. Financial Management by Prasanna Chandra, TMGH
5. E business: A Canadian perspective for a Networked World, Gerald Tates, J. Efrim Boritz Pearson

Semester IV		402 – Indian Ethos & Business Ethics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary issues in Business Ethics.
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting. ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

1. **Indian Ethos and Values : Its relevance at Workplace: Indian Ethos- Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices. Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. Values - Concepts, Values in business. Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change. Impact of values on Stakeholders; Trans-Cultural Human Values, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+1)**
2. **Indian Model of Management: Concept of Indian Model of Management in the Indian socio-political environment. Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory) (8+1)**
3. **Business Ethics as Applied ethics: Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non-Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development. (8+1)**
4. **Ethical decision making in business matrix: Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, It's Model -STEP Model, PLUS Filter Model. (8+1)**
5. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business: Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (8+1)**



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Suggested Text Books:

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, Biswanath Ghosh , Vikas Publishing House
3. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House
4. Indian Ethos and Values for Managers, Khandelwal , Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, Ajith Sankar, Tata McGraw Hill Publishing Co. Ltd
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.
4. Corporate Chanakya , Radhakrishnan Pillal , Jaico Publishing House



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CO311.3	APPLYING	MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.
CO311.4	ANALYSING	EXAMINE the role of any public policies which helps NPO in decision making
CO311.5	EVALUATING	EVALUATE the performance of Non-Profit organizations, the critical financial considerations of the Non-Profit organization.

- 1. Fundamentals of Non-profit organization:** Introduction of Non-Profit Sector & Non-Profit Organizations, Define the Non-Profit Organization and describe its dimensions. Key concepts in Non-Profit management including board of governance, staffing, regulation, and volunteer management. Concept of Non-Profit leadership and governance and the functions of boards in organizational governance, the Board's Role and Responsibilities. Roles of board members in Non-Profit organizations, responsibilities of Non-Profit Organizations. Elements of board behaviour for effectiveness of organization. Developing Leadership and Improving Governance in Non-Profit Organizations, Improving the Effectiveness of Boards of Directors and the tools used to facilitate assessments of board performance. (5+1)
- 2. Basics of Non-Profit Organization:** Difference between For-Profit and Non-Profit organizations, Characteristics of Non-profit Organizations. Factors affecting development of Non-Profit organizations, Challenges of managing a Non-Profit organizations, Factors responsible for success of Non-Profit organizations, Skills and abilities of the leaders of Non-profit organizations, vision, mission, values and goals of Non-Profit organizations. (5+1)
- 3. Registration and Formation of Non-Profit Organization:** Nature, objectives, legal procedures, formalities and documentations required for registration. Different types of Non-Profit Organizations: NGOs, Trust and Society. its significance, differences and relationships. Overview of Societies Registration Act, Indian Trust Act, Indian Companies Act, Charitable Endowment Act, Memorandum of Association, Rules and Bye-laws of Non-Profit Organizations, Tax Benefits and Exemptions under different acts. (5+1)
- 4. Managing Non-Profit Organizations:** Role of executives in building effective and sustainable organizations. Standards and code of conduct appropriate to professionals in the sector, Accountability and "managing the mission". Volunteerism, conflicts of interest in various situations. Roles of Non-Profit organizations in the public policy framing process, Examples of Key public policies, Ethical issues, in management of NPOs, developing a sustainable business model based on the social need. (5+1)
- 5. Performance of Non-Profit Organization:** Evaluating the performance of Non-profit Organizations, Ethical Decision making in Non Profit Organizations, Volunteers and their role in Non Profit organizations. Incentives and control in the non-profit context. Non-profit governance, Non-profit organizations and market competition, sales promotion and Public Relations for Non-profit Organization. Managing Financial Resource, Donor Marketing. (5+1)

Suggested Text Books:

1. Non-Profit Management: Principles and Practice...(Paperback) by Michael J. Worth
2. How to Start, Run & Grow a Successful Non-Profit organization by Aaron Sanders
3. Non-Profit organizations: Theory, management, policy by Helmut k. Anheier
4. Developing Non-Profit and Human Service Leaders: Essential Knowledge and Skills, Watson, Larry D., Hoefler, Richard, 2014
5. Kumar, R., Goel, S. L. (2005). Administration and Management of NGOs: Text and Case Studies. Deep and Deep Publications

Suggested Reference Books:

1. Banerjee, G. D. (2012). NGOs: Issues in Governance- Accountability Policies 7 Principles. Neha Publishers & Distributors
2. David Lewis (2014). Non-Governmental Organizations, Management and Development. Routledge Publication.
3. NGOs AND SOCIAL WELFARE: New Research Approaches David Lewis and N. Avichandran (Eds.)
4. Marketing of Non-Profit Organizations by Philip Kotler
5. Elements of Mercantile Law, N.D.Kapoor

Semester IV		405 - Global Strategic Management
2 Credits	LTP: 2:0:0	Generic Elective - University Level

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



CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO405.1	Remembering	Define the concept and key terms associated with the global strategic management
CO405.2	Understanding	Describe in detail global strategic alliance, merger and acquisitions.
CO405.3	Applying	Demonstrate various global organisation models in global strategic management context.
CO405.4	Analyzing	Examine various entry and business level strategies from global strategic management perspective.
CO405.5	Evaluating	Explain globalization, innovation, and sustainability and challenges to strategic management.
CO405.6	Creating	Design global strategies and understand their relative merits and demerits

- 1. Introduction:** The phenomenon of Globalisation Localisation and Glocalization, Factors that push globalisation, The benefits of globalisation, factors that work against globalisation, The localisation pushes, The benefits of localisation and Globalisation, The Global Integration/Local Responsiveness Grid. Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market. Assessing Countries' Attractiveness: Country attractive Market and industry opportunities, Assessing industry opportunities, Country risk analysis. (5+1)
- 2. Market Intelligence and Designing a Global Strategy :** Market Intelligence: Drivers and Benefits, Key Success Factors of World Class Market Intelligence, Intelligence Scope, Intelligence Process, Intelligence Tools – Collecting, Storing, and Communicating Intelligence. Designing a Global Strategy: Entry strategies, Direct Exporting, Licensing, Partnering, Joint Ventures, Buying an organization, Piggybacking, Turnkey Projects, Greenfield Investments. Increased Market Size, Return on Investment, Economies of Scale and Learning, Location Advantages. (5+1)
- 3. Global Strategic Alliances and Resources and Business-Level Strategy:** Strategic Alliances: Global versus local alliances, typology and framework, Value potential, Partner analysis, Negotiation and design, Implementation of alliance management, Global multilateral alliances, Alliance constellation management, Criteria for successful alliances. Global Mergers and Acquisitions: The rationale for cross-border M&As, Cross-border acquisitions performance, Deciding on the M&A, Integrating the companies: the integration phase, Integrating the companies: the transition phase, Integrating the companies: the consolidation phase (Case studies of global strategic alliances and global mergers and acquisitions are expected). (5+1)
- 4. Designing a Global Organisation:** Structure, processes and culture, global functional model, geographical model, single matrix model, multi-business global product division model, multi-business geographical model, multi-business matrix model, Hybrid structural models, transnational model. (5+1)
- 5. Globalization, Innovation, and Sustainability:** Challenges to Strategic Management: Impact of Globalization, Innovation, Sustainability, Theories of Organizational Adaptation, Creating a Learning Organization, Environmental Scanning, Strategy Formulation Strategy Implementation, Evaluation and Control, Feedback/Learning Process, Resources, Capabilities, and Core Competencies, Building Core Competencies, Four Criteria of Sustainable Competitive Advantage, Issues in global strategy implementation; strategy evaluation and control. (5+1)

Suggested Text Books:

1. Lasserre, Philippe, Global Strategic Management (4th Edition), Palgrave Macmillan, Bristol, Great Britain, 2003.
2. Michael Hitt, Duane Ireland and Robert Hoskisson, Concepts Strategic Management Competitiveness & Globalization (9th Edition), South-Western Cengage Learning Mason, USA, 2011.
3. Hans Hedin, Irmeli Hirvensalo, Markko Vaarnas, The Handbook of Market Intelligence Understand, Compete and Grow in Global Markets, John Wiley & Sons Ltd, West Sussex, United Kingdom, 2011.
4. Lorange, P. and J. Roos, Strategic Alliances: Formulation, Implementation, and Evolution, Blackwell, Oxford.
5. Gerardo R. Ungson and Yim-Yu Wong, Global Strategic Management, Segment Books New Delhi, 2009.
7. Global Strategic Management, Kamel Mellahi, J. George Frynas, and Paul Finlay, Oxford University Press, New York, 2005.
8. Globalization and Business, John Daniels, Leeh. Radebaugh, and Daniel P. Sullivan, Prentice Hall of India Private Limited, New Delhi, 2002.



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Guide to Cyber and E-Commerce Laws by P.M. Bujhi and R.K. Suri, Bharat Law House, New Delhi
 Guide to Cyber Laws by Rodney D. Ryder, Wadhwa and Company, Nagpur

Suggested Reference Books:

The Information Technology Act, 2008, Bare Act - Professional Book Publishers, New Delhi
 Computer Forensics: Principles and Practices, by Linda Volonny, Reynolds Annoldson and Janu Godwin; Pearson
 First Responder's Guide to Computer Forensics by Richard Nolan et al, Carnegie Mellon

Semester IV	408 - Corporate Social Responsibility & Sustainability
E Credits	Generic Elective - University Level
LTP: 2:0:0	

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.
CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyse the different reports, cases, various legal issues relating to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
CO408.6	CREATING	Create & implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

- Corporate Social Responsibility:** Fundamental Concepts, Nature and Significance of CSR, Principles of CSR, Accountability-Transparency Sustainability, Concept of Charity, Corporate Philanthropy, Difference between CSR and Philanthropy, CSR as a key to business success, CSR as a Marketing and Branding tool for the businesses, Charity advantage of CSR, Corporate Citizenship, and Sustainable Business. Other main aspects: CSR and Corporate Governance, Environmental Aspects of CSR, Evolution and Implementation of CSR in India. **Key Global Practices of CSR - OECD principles and CSR - CSR Projects: Conducting CSR activity by involving students at Institute level (5 + 1)**
- CSR Regulations in India - Section 135 of Companies Act 2013.** Scope of CSR, Activities under schedule VII, Leadership and CSR: Identifying the key Stakeholders of CSR, CSR & Triple Bottom Line, **3 aspects (Economic, Social, and Environmental)** Role of Public sector, Non Profit Organizations and Local self-Governments in implementation of CSR & Policies with legal framework. **Case studies - Major CSR initiatives - Project Work: Interview of CSR head of any Organization (5+1)**
- Introduction to Sustainability & Sustainable Development:** Definition & Concept of Sustainability & Sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable development and green development and social framework, equitable distribution, difference between Sustainable Development - 2030, Sustainability report, **Stakeholder Impact: Stakeholders and the power they wield, managing the upside - Case Study - Bhutan's Case for Inclusive Growth on Environment protection and Reducing carbon footprint and 4. Company & Sustainability (5+1)**

Management of Sustainable Development: (a) Environmental: Natural Resources & Resource Depletion, (b) Environmental: Natural Resources & Resource Depletion, (c) Environmental: Natural Resources & Resource Depletion, (d) Environmental: Natural Resources & Resource Depletion

Management of Sustainable Development: (a) Environmental: Natural Resources & Resource Depletion, (b) Environmental: Natural Resources & Resource Depletion, (c) Environmental: Natural Resources & Resource Depletion, (d) Environmental: Natural Resources & Resource Depletion

Management of Sustainable Development: (a) Environmental: Natural Resources & Resource Depletion, (b) Environmental: Natural Resources & Resource Depletion, (c) Environmental: Natural Resources & Resource Depletion, (d) Environmental: Natural Resources & Resource Depletion

emission, Air & Water Pollution and Climate Change, **Ozone Hole** NASA report Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and "greening" the supply chain, regulation. (b) **Economic**: Achieving economic growth with minimal Environmental degradation, Nature as an economic externality, economic opportunity, introduction & implementation of inclusive growth models for rural development, Sustainable livelihoods for tribal communities. (c) **Social**: Peace, Security, Social equity & justice, Sustainability and poverty, Human relationship with nature, Human-Nature conflicts, human settlements. **Role of Stakeholders**: Stakeholder's Engagement, Study of business models for sustainable development: Indian & Global perspectives **Role of Volunteers**: Role of NGO's, Industries & citizens' participation in sustainable development **Project**: Prepare a report on how the countries like Sweden, Denmark etc. are achieving the UN sustainable development goals by performing well in Social & economic issues (5+1)

5. **Sustainable Development & Business Ethics**: **Sustainability reporting**: Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports) **Social accountability standard - ISO 26000**: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment **Indian Values and Ethics**: **Respect for Elders**, Hierarchy and Status, Need for Security, Non - Violence, Cooperation, Simple Living high Thinking, **Rights and Duties**, **Ethics in Work life**, **Holistic relationship between Man and Nature**, Attitudes and Beliefs. **Project**: Student to study the Covid-19/ any other current crisis, do a desk research and submit the report. (5+1)

Suggested Text Books:

1. CSR & Sustainability by Michael Hopkins
2. Corporate Social Responsibility by David Crowther and Guler Aras
3. Corporate Social Responsibility in India by Sanjay K Agarwal
4. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI - Eastern Economy Edition.
5. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books
6. Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.
7. Business Ethics - An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.

Suggested Reference Books:

1. Corporate Social Responsibility in India, Cases and Developments after the legal Mandate, Nayana Mitra and Rene Schmidpeter
2. CSR Strategies-for a competitive edge in emerging markets by Sri Urip
3. The Sustainable Enterprise -Profiting from best practice by Simmons and Simmons, Kogan Page, 2nd Edition.
4. Business Ethics - Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition.
5. Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books
6. Target 3 Billion- Innovative Solutions Towards Sustainable Development , A.P.J. Abdul Kalam, Srijan Pal Singh

Websites

www.india.gov.in
<https://www.un.org>

Journals

1. Business & Society
2. Journal of Business Ethics
3. Ethics & Accountability in a Context of Governance & New Public Management

E-Resources

<https://www.youtube.com/watch?v=dy8k0gubhM>
<https://www.youtube.com/watch?v=d2W1A0sC0Ug>
<https://www.youtube.com/watch?v=IPdTrL3Le4>
<https://www.youtube.com/watch?v=PDy9NBcD2nM>
https://www.youtube.com/watch?v=ye_v_r1lyK0k
<https://www.youtube.com/watch?v=Fqy0YlTJfW>


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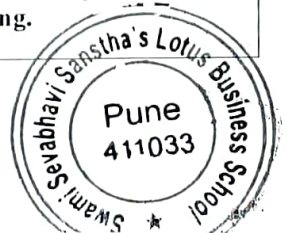
CPP Code	LBS2021-2204
Title of Course	Certificate Course in Corporate Etiquettes & Business Ethics
Course Credit	2
Course Teaching Hours	30
Practical/Project/Training Hours	10
Evaluation hours	1
No. Of Proposed Students	180
Course Coordinator	Prof. Prajakta Gajare
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to concepts of Corporate Etiquette - Developing Professional behaviour for different interactions - Participants can acquire basic concepts and standards of Business Ethics and to develop their skills in identification, analyses and permission of ethical dilemmas on workplace.
Justification of Course (How this course is separate from existing Syllabus)	This course is not covered in the syllabus of Corporate Etiquettes & Business Ethics. Specifically the content of this certificate is focus as per Industry and more practical. The delivery of the content is done by the industry experts with practical and live examples and case study method.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Participants will be able to understand the minimum accepted standards of etiquette in interaction inside and outside of the organization • To develop the professional behavior required in day to day operations. • Reasons of emergence of Business Ethics concept and the main stages of their origin
Syllabus	<ul style="list-style-type: none"> ➤ Introduction to Corporate Etiquette Introduction to Business Etiquette, The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behaviour, The Role of Good Manners in Business, Enduring Words ➤ Business Attire and Professionalism Business Style and Professional Image, Dress Codes, Guidelines for Appropriate Business Attire, Grooming for Success, Multi-cultural Dressing ➤ Telephone Etiquette Cell Phone Etiquette, Telephone Etiquette, Mastering the Telephone, Answering the Telephone, Active Listening, Putting Callers on Hold, Transferring a Call, Taking a Message, Closing the Call, Handling Rude or Impatient Callers ➤ Internet and Email Etiquette Internet Usage in the Workplace, Email Issues, Netiquette, Online Chat Issues, Online Chat Guidelines ➤ Decorum, Receiving Guests in Office, Decorum with visitors, consultants, seniors & other professionals, Appropriate Greetings – Handshakes and others forms of greeting, Making introductions, self introduction, Exchanging Business Cards ➤ Business Ethics Ethics in the Workplace The Challenge of Business Ethics, Creating an Ethical Compass, Business Ethics Advantages Ethical Issues, Preventing Sexual Harassment, Conflict Resolution Strategies, Choosing the Appropriate Gift in the Business Environment

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CPP Code	LBS2021-2205
Title of Course	Certificate Course in SMART (Selling, Marketing And Recruitment, Training) for Agriculture Business Management
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Prof. Sudarshan Babar
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for Agriculture and Food Industry - STP for agricultural products & services - B2B & B2C concepts for Agriculture and Food Industry - Recruitment & Training of Agriculture and Food Industry sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Agribusiness Management. This Course Use stories and real-life scenarios that resonate with farmers. Learn techniques to guide agri students to look at issues from different points of view. • Develop methods to capitalize on an agribusiness' unique strategic advantage. • Build confidence to convey how the agriculture sales rep's solution will be perfectly suited to meet the customer's needs — and obtain commitment to close the deal.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Agri Sales and Marketing. • The Agriculture Sales, marketing, recruitment & training will develop and expand the student's knowledge of Agriculture Business. • Deconstruct the pros and cons of sample real world sales calls for products of agriculture & food industry in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for Agricultural and Food products & services. Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing & Sales – Introduction to Rural marketing, Business to Business marketing in agriculture and Food industry, Business to consumer marketing in agriculture and food industry. Business to Business Sales (activity based), Business to consumer Sales (activity based) in agriculture and Food industry. ➤ Sales Process (7 steps): Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up. Rural Consumer Behavior, Rural Product Categories, Challenges for Rural Communication: Message & Media for Rural Communication. ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation.
Evaluation Method	<ul style="list-style-type: none"> ➤ Test- 30 MCQ based test for the evaluation of Remembering and Understanding ➤ Field Work- Field activity will be conducted in both B2B & B2C method at actual marketplace. 50 Marks activity based on Analyzing, Applying, Creating, Evaluating.

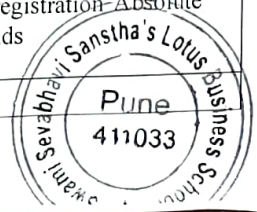


CPP Code	LBS2021-2206
Title of Course	Certificate Course in Agriculture & Food Industry Environmental Analysis
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Prof. Chandrakant Thorat
Content of Proposed Course	<ul style="list-style-type: none"> - Role of agriculture and Food Industry in Indian economy - Agro processing, agricultural marketing, agricultural finance etc. in the country, Impact of globalization on agribusiness sector, Structure of agriculture - Agribusiness policies-concept and formulation, new dimensions in Agri business environment and policy. - Policy controls and regulations relating to the industrial sector with specific reference to agro-industries.
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Agribusiness Management. This Course Use stories and real-life scenarios that resonate with farmers. Learn techniques to guide Agri students to look at issues from different points of view. • Develop methods to capitalize on an agribusiness' unique strategic advantage. • To summarize and build confidence about the recent developments on industry and its key players.
Outcome for Students after completion of Course	<p>Syllabus describe the key characteristics of the players in an Agri and Food Industry. It helps to understand and summarize the management ethos and philosophy of the players in Agri and Food Industry. It demonstrate an understanding of the regulatory forces acting on the Industry It compare and Contrast, using tables and charts, the market and financial Performance of the players in an industry. Creates and Assess the impact of recent developments on the industry and its key players. Predict the future trajectory of the evolution of the industry in the immediate future</p>
Syllabus	<ul style="list-style-type: none"> ➤ Agriculture Industry Analysis –Nature of the Agriculture Industry, Players in the Agriculture Industry, Pricing Policies, Capacity analysis – total capacity of the Agriculture Industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities, Demand Supply balance in the Agriculture Industry – at global, national and regional level, Professional Trade bodies of the Agriculture Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the Agriculture Industry, Disruptive Innovations in the Agriculture Industry. ➤ Promoters & Management Ethos in Agriculture Industry: Management ethos and philosophy, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. ➤ External Environment: Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. ➤ Financials: Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. <p>Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Initiatives in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions.</p>


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CPP Code	LBS2021-2209
Title of Course	Certificate Course in Intellectual Property Rights for Agriculture and Food Industry.
Course Credit	2
Course Teaching Hours	20
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Dr. Dhananjay Deshpande
Content of Proposed Course	<ul style="list-style-type: none"> Principles of IPR in Agriculture and Food Industry Patent Law and Practices in Agriculture and Food Industry Copyright Law and Practices in Agriculture and Food Industry Trademark Law and Practices in Agriculture and Food Industry Emerging Issues and Challenges in Agriculture and Food Industry Future Aspects of Intellectual Property Rights in Agriculture and Food Industry
Justification of Course	<ul style="list-style-type: none"> To introduce fundamental aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in Agriculture and Food Industry To disseminate knowledge on patents, patent regime in India and abroad and registration aspects To disseminate knowledge on copyrights and its related rights and registration aspects To disseminate knowledge on trademarks and registration aspects To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects in Agriculture and Food Industry. To aware about current trends in IPR and Govt. steps in fostering IPR in Agriculture and Food Industry
Outcome for Students after completion of Course	
The course is designed to provide comprehensive knowledge to the students regarding the general principles of IPR, Concept and Theories, Criticisms of Intellectual Property Rights, International Regime Relating to IPR in concern with Agriculture and Food Industry.	
Syllabus	
<ul style="list-style-type: none"> ➤ Introduction to Intellectual Property Rights Concept and Theories Kinds of Intellectual Property Rights Economic analysis of Intellectual Property Rights Need for Private Rights versus Public Interests Advantages and Disadvantages of IPR. International Regime Relating to IPR TRIPS and other Treaties (WIPO,WTO, GATTS) in Agriculture and Food Industry ➤ Research exemption Introduction to Patents Overview Historical development Concepts, Novelty, Utility Inventiveness/Non-obviousness in Pharma and Health care sector,Patent Act 1970 – amendments of 1999, 2000, 2002 and 2005 Patentable subject matter, Patentability criteria, non-patentable inventions Agricultural products and process and patent protection Software Patents Patenting of Micro-organism, Rights of patentee Procedure for granting a patent and obtaining patents Grounds for opposition Working of Patents, Compulsory License Acquisition, Surrender, Revocation, restoration Transfer of patent rights. ➤ Copyright and Neighboring Rights Concept and Principles Historical background and Development of Copyright Law Leading International Instruments, Berne Convention, Universal Copyright Convention, International Copyright under Copyright Act WIPO , Copyright Act, 1957 Terms of Copyright conditions for grant of copyright, extent of rights exception to copyright protection, fair use provision, assignment and licensing. Copyright Registrar and Copyright Board-Power and Procedure Copyright Societies, Ownership, Assignment, Licence, Translation of Copyright, Compulsory Licences in Agriculture and Food Industry ➤ Introduction to Trademarks Need for Protection. Kinds of trademarks Concept of Well known trademark in Agriculture and Food Industry. Registration of trademark Grounds of refusal of registration-Absolute ground Relative ground Procedure of registration of trademark opposition and its grounds 	
Evaluation Method	



CPP Code	LBS2021-2210
Title of Course	Certificate Course in Presentation Skills and Public Speaking
Course Credit	2
Course Teaching Hours	15
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Prof. Prajakta Gajare
Content of Proposed Course	
	<ul style="list-style-type: none"> - Introduction to Public Speaking - Understand communication concepts that serve as a basis for effective speaking - Important things for effective presentations
Justification of Course (How this course is separate from existing Syllabus)	
	<p>This course is not covered in the syllabus of Presentation Skills and Public Speaking. Specifically the content of this certificate is focus as per Industry and more practical. The delivery of the content is done by the industry experts with practical and live examples and case study method.</p>
Outcome for Students after completion of Course	
	<ul style="list-style-type: none"> • Participants will be able to have Excellent Audience Engagement, A Strong Body Language and able to Positioning On The Stage • Able to plan and prepare speeches that inform, convince, or fulfil the needs of event • Able to prepare Outline of speeches in a logical way
Syllabus	
	<p>➤ Introduction to Public Speaking</p> <p>Objectives, Outline, and Introduction, Benefits of Public Speaking, Models of Communication, Elements of the Communication Process, Types of Speeches and Speaking Occasions, Speaking Competencies, Conclusion, Review Questions, and Activities</p> <p>➤ Presentation Skills</p> <p>Know about Your Audience, Mastering Communication Skills, Confidence Building, Positioning On The Stage, Strong Body Language, Successful content and Elements of Speech, Speech Preparation, Learn Great Transition Words, Excellent Audience Engagement, Developing leadership quality</p> <p>➤ Delivering a Presentation</p> <p>presentation pattern , eye contact , gestures, peak loudly and clearly, honest answer to a question from an audience</p> <p>➤ IT Skills required for presentation</p>

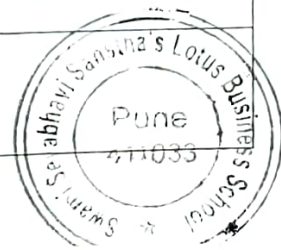

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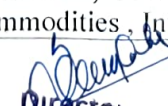
CPP Code	LBS2021-2212
Title of Course	Certificate Course in Event Management
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> • Event Communication & Presentation Skills • Special Events, Research & Planning • Advance Event Accounting & Costing • Event Marketing, Advertising & PR • Event Production & Logistics • Event Laws & License • Advance Aspects of Event Management
Justification of Course	<ul style="list-style-type: none"> • In SPPU syllabus, event management subject is only for Tourism and Hospitality Management specialization, so this certification course will provide event management knowledge to other specialization students too. • To provide a conceptual overview and a systematic study of event programming, management, and marketing, and practical applications. • To interpret and apply principles of both business and not-for-profit management to the special needs of event organizations. • To foster professionalism in event management, covering the knowledge base, theory, methodologies and ethics.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Understand basic framework of planning an event. • Demonstrate ability to execute events through project. • Understand industry trends based on guest lecturers' expertise. • Demonstrate ability to collaborate for event execution. • Evaluate events for effectiveness and success based on unique goals.
Syllabus	<p>➤ INTRODUCTION AND IMPORTANT ASPECTS OF EVENT MANAGEMENT: Events and principles of event management, Events – type and Size, Event planning and execution – an overview, Legalities, permissions and licenses, The role of an event manager, important characteristics of an event manager, Event management industry in India, Concept Designing – Theme, Event Objective and content development, Pre Event Preparation: Budgeting, Event design.</p> <p>➤ STRATEGIC MARKETING FOR EVENTS Understanding the client requirement – Research, customer focus, product focus, Ideation and planning (creating a master plan for execution, concept and theme development, making and delivering presentations), Introduction to sales and sales pitches (sales calls, sales pitches), Strategic budgeting and negotiations, Sponsorships – sponsor types / categories, identifying potential sponsors, preparing sponsorship decks, Media plan – designing a media plan, Introduction to email marketing and copyright.</p> <p>➤ PROJECT PLANNING AND MANAGEMENT Planning an event – steps, Feasibility study, site survey and inspection, venues, time and scope of work, Understanding event and stage design and layouts – putting ideas on paper, Vendor management and planning with vendors, budget allocation and work delegation</p> <p>➤ EVENT PRODUCTION AND LOGISTICS Elements of production, Stage construction and elements, Infrastructure, Framing and branding, Parking, travel and logistics, Sanitation and hygiene, Safety and security</p> <p>➤ EXECUTION OF ACTUAL EVENT AND ITS EVALUATION</p>

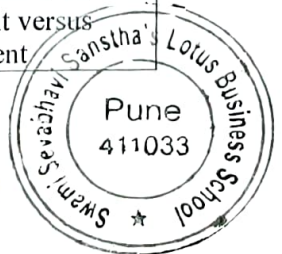
CPP Code	LBS2021-2221
Title of Course	Certificate Course in SMART (Selling, Marketing And Recruitment, Training) for Pharma & Healthcare Management
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Prajakta Gajare
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for Pharma & Healthcare Industry - STP for Pharma & Healthcare products & services - B2B & B2C concepts for Pharma & Healthcare Industry - Recruitment & Training of Pharma & Healthcare Industry sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Pharma & Healthcare Management. The Marketing & Sales function in Pharma Industry is different from that in consumer goods or industrial products segment. Learn techniques to guide Pharma & Healthcare students to look at issues from different points of view. • Customer base (Medical practitioners, stockiest & retailers) is relatively small but spread over a large geographical area. • Drugs & Cosmetics Act prohibits advertising of pharmaceutical products in mass media.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Pharma & Healthcare Sales and Marketing. • The Pharma & Healthcare Sales, marketing, recruitment & training will develop and expand the student's knowledge of Pharma & Healthcare Industry. • Deconstruct the pros and cons of sample real world sales calls for products of Pharma & Healthcare industry in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for Pharma products & services, Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing & Sales – Introduction to Pharma & Healthcare marketing, Business to Business marketing in Pharma & Healthcare industry, Business to consumer marketing in Pharma & Healthcare industry. Business to Business Sales (activity based), Business to consumer Sales (activity based) in Pharma & Healthcare industry, Retail Chemist Prescription Audit (RCPA), Must/Master see list (MSL) ➤ Sales Process (7 steps): Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up. Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management, Over the counter (OTC) brand, Prescription brand. ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation.
Evaluation Method	<p>Test- 30 MCQ based test for the evaluation of Remembering and Understanding</p> <p>Field Work- Field activity will be conducted at actual marketplace (RCPA/on field call)</p> <p>50 Marks activity based on Analyzing, Applying, Creating, Evaluating.</p>

CPP Code	LBS2021-2233
Title of Course	Certificate Course in Industry Environmental Analysis
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> - Role of Industry in Indian economy - Help understanding Existing Environment - Industry Environment analysis should provide necessary data for strategic decision making - Industry Environment analysis should facilitate and foster strategic linking in organizations.-industries.
Justification of Course	<ul style="list-style-type: none"> • The learning objective of industry analysis is to determine the opportunities and threats that exist for firms within a competitive environment. • To summarize and build confidence about the recent developments on industry and its key players. • Helps to detect threats at an early stage, and assist the organization in developing strategies for its survival. • Helps to understand the various aspects and predict trends of the industry better, and helps in many other ways.
Outcome for Students after completion of Course	<p>Syllabus describes the key characteristics of the players in an industry. And helps to understand and summarize the management ethos and philosophy of the players in the industry.</p> <p>It Demonstrate an understanding of the regulatory forces acting on the industry. Compare and Contrast, using tables and charts, the market and financial performance of the players in an industry. Assess the impact of recent developments on the industry and its key players. And Evaluate and Predict the future trajectory of the evolution of the industry in the immediate future</p>
Syllabus	<ul style="list-style-type: none"> ➤ Industry Analysis: Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players. Incremental Innovations in the industry ➤ Promoters & Management Ethos: Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation ➤ External Environment: Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc ➤ Financials: Profitability, Revenues, Margins of top players ,trends/changes therein, Sick players if any and their turnaround strategies, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. ➤ Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry ,Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Mergers & Acquisitions, Technological development.
Evaluation Method	<ul style="list-style-type: none"> ➤ Test- 30 MCQ based test for the evaluation of Remembering and Understanding



CPP Code	LBS2021-2237
Title of Course	Certificate Course in Investment Adviser
Course Credit	2
Course Teaching Hours	30
Practical/Project/Training Hours	-
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Dr. Anil Poman
Content of Proposed Course	<ul style="list-style-type: none"> - Understanding Securities Markets and Performance - Knowing Operational Aspects of financial transactions - Personal Financial Planning - Comprehensive Financial Planning - Product analysis and selection - Regulatory and Compliance Aspects - Case studies in Comprehensive Financial Advice
Justification of Course	<p>Indian is one of the largest demography having 74% literacy rate. It is also said out of 2 literate person 1 person is financially literate & Financial inclusion also less in the country. This fact creates good opportunity in the field of Investment Advisor. A Investment advisor is specialists & professionals in the field who offer services on financial advice to various clients. To meet the goals stated by their clients, they offer investment strategies and financial products. A financial adviser has an opportunity either to work independently and start ones' firm or work for a recognizable brand or a company.</p> <p>People need financial advice in several situations such as marital concerns, buying accommodation, and for tax, college payment, and retirement planning. It is a general opinion that many individuals feel more secured when a licensed professional takes care of financial matters. It is also important to get professional advice when investing money.</p> <p>It also allows initiating own business to provide financial services to diverse types of population. Another reason for choosing this career is the ability to select from a variety of offers to work for individuals or big corporations.</p>
Outcome for Students after completion of Course	<p>Its helps for understanding the basic concepts related to Investment Advisor taught in the Course. Develop understanding of various financial avenues available for Investment? To develop financial plan for individual. Helps to analyse the risk associated to each investment class? Helps to evaluate performance of various asset class?</p>
Syllabus	<ul style="list-style-type: none"> - Personal Financial Planning: Role & Importance of Investment Advisor, Scope, Understand CAMP model, Understanding Securities Markets and Performance, Knowing Operational Aspects of financial transactions, Comprehensive Financial Planning, Product analysis and selection, Regulatory and Compliance Aspects - Types of investments: Equity , Investment characteristics and role, Listed versus unlisted ,Fixed Income, Investment characteristics and role, Government versus Corporate High yield versus investment grade, Commodities , Investment


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characteristics and role, Real Estates, Investment characteristics and role, Structured products, Investment characteristics and role, Distressed Securities, Investment characteristics and role ,Other investment opportunities ,Art/Paintings etc. , Know the channels for making investments , Direct investments .Understanding the Role of RIAs, Investments through managed portfolios o Mutual Funds (MFs) o Alternative Investment Funds (AIFs) o Portfolio Management Services (PMS), Compare and Contrast between MFs, AIFs and PMS

- Understanding Risk & return of Investment Products
- **Fundamental Analysis:** Top Down approach versus Bottom up Approach, Buy side research versus Sell Side Research, Sector classification, Stock Analysis process , Economy Analysis, Industry/Sector Analysis o Company Analysis, Fundamentals Driven model, Discounted Cash Flow Model o Asset Based Valuation , Market driven Model - Relative Valuation, P/E Ratio, P/B Ratio , P/S Ratio, PEG Ratio, EVA and MVA, EBIT/EV and EV/EBITDA Ratio, EV/S Ratio, Dividend Yield, Earning Yield, Industry/sector specific valuation metrics.
- **Technical Analysis:** Assumptions of technical analysis, Technical versus Fundamental Analysis, Advantages of technical Analysis, Technical Rules and Indicators, Fixed income securities and Technical analysis
- **Case studies in Comprehensive Financial Planning**

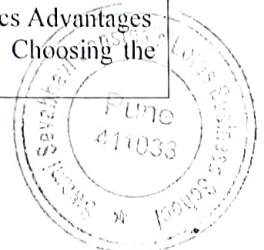


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CPP Code	LBS2020-2204
Title of Course	Certificate Course in Corporate Etiquettes & Business Ethics
Course Credit	2
Course Teaching Hours	30
Practical/Project/Training Hours	10
Evaluation hours	1
No. Of Proposed Students	180
Course Coordinator	Dr.Dhananjay Deshpande
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to concepts of Corporate Etiquette - Developing Professional behaviour for different interactions - Participants can acquire basic concepts and standards of Business Ethics and to develop their skills in identification, analyses and permission of ethical dilemmas on workplace.
Justification of Course (How this course is separate from existing Syllabus)	<p>This course is not covered in the syllabus of Corporate Etiquettes & Business Ethics Specifically the content of this certificate is focus as per Industry and more practical. The delivery of the content is done by the industry experts with practical and live examples and case study method.</p>
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Participants will be able to understand the minimum accepted standards of etiquette in interaction inside and outside of the organization • To develop the professional behavior required in day to day operations. • Reasons of emergence of Business Ethics concept and the main stages of their origin
Syllabus	<ul style="list-style-type: none"> ➤ Introduction to Corporate Etiquette Introduction to Business Etiquette, The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behaviour, The Role of Good Manners in Business, Enduring Words ➤ Business Attire and Professionalism Business Style and Professional Image, Dress Codes, Guidelines for Appropriate Business Attire, Grooming for Success, Multi-cultural Dressing ➤ Telephone Etiquette Cell Phone Etiquette, Telephone Etiquette, Mastering the Telephone, Answering the Telephone, Active Listening, Putting Callers on Hold, Transferring a Call, Taking a Message, Closing the Call, Handling Rude or Impatient Callers ➤ Internet and Email Etiquette Internet Usage in the Workplace, Email Issues, Netiquette, Online Chat Issues, Online Chat Guidelines ➤ Decorum, Receiving Guests in Office, Decorum with visitors, consultants, seniors & other professionals, Appropriate Greetings – Handshakes and others forms of greeting, Making introductions, self introduction, Exchanging Business Cards ➤ Business Ethics Ethics in the Workplace The Challenge of Business Ethics, Creating an Ethical Compass, Business Ethics Advantages Ethical Issues, Preventing Sexual Harassment, Conflict Resolution Strategies, Choosing the Appropriate Gift in the Business Environment

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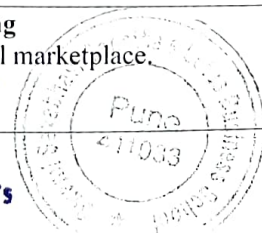


CPP Code	LBS2020-2205
Title of Course	Certificate Course in SMART (Selling, Marketing And Recruitment, Training) for Agriculture Business Management
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for Agriculture and Food Industry - STP for agricultural products & services - B2B & B2C concepts for Agriculture and Food Industry - Recruitment & Training of Agriculture and Food Industry sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Agribusiness Management. This Course Use stories and real-life scenarios that resonate with farmers. Learn techniques to guide agri students to look at issues from different points of view. • Develop methods to capitalize on an agribusiness' unique strategic advantage. • Build confidence to convey how the agriculture sales rep's solution will be perfectly suited to meet the customer's needs — and obtain commitment to close the deal.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Agri Sales and Marketing. • The Agriculture Sales, marketing, recruitment & training will develop and expand the student's knowledge of Agriculture Business. • Deconstruct the pros and cons of sample real world sales calls for products of agriculture & food industry in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for Agricultural and Food products & services. Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing&Sales –Introduction to Rural marketing, Business to Business marketing in agriculture and Food industry, Business to consumer marketing in agriculture and food industry. Business to Business Sales (activity based), Business to consumer Sales (activity based) in agriculture and Food industry. ➤ Sales Process (7 steps):Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up.Rural Consumer Behavior, Rural Product Categories, Challenges for Rural Communication: Massage & Media for Rural Communication. ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation.
Evaluation Method	<ul style="list-style-type: none"> ➤ Test- 30 MCQ based test for the evaluation of Remembering and Understanding ➤ Field Work- Field activity will be conducted in both B2B & B2C method at actual marketplace. 50 Marks activity based on Analyzing, Applying, Creating, Evaluating

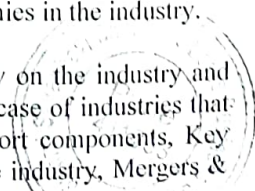
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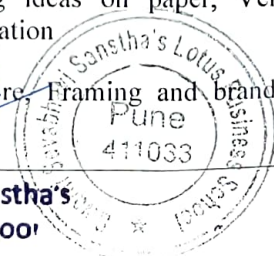


CPP Code	LBS2020-2206
Title of Course	Certificate Course in Agriculture & Food Industry Environmental Analysis
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Dr. Manisha Purohit
Content of Proposed Course	<ul style="list-style-type: none"> - Role of agriculture and Food Industry in Indian economy - Agro processing, agricultural marketing, agricultural finance etc. in the country, Impact of globalization on agribusiness sector, Structure of agriculture - Agribusiness policies-concept and formulation, new dimensions in Agri business environment and policy. - Policy controls and regulations relating to the industrial sector with specific reference to agro-industries.
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Agribusiness Management. This Course Use stories and real-life scenarios that resonate with farmers. Learn techniques to guide Agri students to look at issues from different points of view. • Develop methods to capitalize on an agribusiness' unique strategic advantage. • To summarize and build confidence about the recent developments on industry and its key players.
Outcome for Students after completion of Course	<p>Syllabus describe the key characteristics of the players in an Agri and Food Industry. It helps to understand and summarize the management ethos and philosophy of the players in Agri and Food Industry. It demonstrate an understanding of the regulatory forces acting on the Industry It compare and Contrast, using tables and charts, the market and financial Performance of the players in an industry. Creates and Assess the impact of recent developments on the industry and its key players. Predict the future trajectory of the evolution of the industry in the immediate future</p>
Syllabus	<ul style="list-style-type: none"> ➤ Agriculture Industry Analysis –Nature of the Agriculture Industry, Players in the Agriculture Industry, Pricing Policies, Capacity analysis – total capacity of the Agriculture Industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities, Demand Supply balance in the Agriculture Industry – at global, national and regional level, Professional Trade bodies of the Agriculture Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the Agriculture Industry, Disruptive Innovations in the Agriculture Industry. ➤ Promoters & Management Ethos in Agriculture Industry: Management ethos and philosophy, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. ➤ External Environment: Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. ➤ Financials: Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. ➤ Recent developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions.



CPP Code	LBS2020-2209
Title of Course	Certificate Course in Intellectual Property Rights for Agriculture and Food Industry.
Course Credit	2
Course Teaching Hours	20
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Dr. Manisha Purohit
Content of Proposed Course	<ul style="list-style-type: none"> Principles of IPR in Agriculture and Food Industry Patent Law and Practices in Agriculture and Food Industry Copyright Law and Practices in Agriculture and Food Industry Trademark Law and Practices in Agriculture and Food Industry Emerging Issues and Challenges in Agriculture and Food Industry Future Aspects of Intellectual Property Rights in Agriculture and Food Industry
Justification of Course	<ul style="list-style-type: none"> To introduce fundamental aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in Agriculture and Food Industry To disseminate knowledge on patents, patent regime in India and abroad and registration aspects To disseminate knowledge on copyrights and its related rights and registration aspects To disseminate knowledge on trademarks and registration aspects To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects in Agriculture and Food Industry. To aware about current trends in IPR and Govt. steps in fostering IPR in Agriculture and Food Industry
Outcome for Students after completion of Course	<p>The course is designed to provide comprehensive knowledge to the students regarding the general principles of IPR, Concept and Theories, Criticisms of Intellectual Property Rights, International Regime Relating to IPR in concern with Agriculture and Food Industry.</p>
Syllabus	<ul style="list-style-type: none"> ➤ Introduction to Intellectual Property Rights Concept and Theories Kinds of Intellectual Property Rights Economic analysis of Intellectual Property Rights Need for Private Rights versus Public Interests Advantages and Disadvantages of IPR. International Regime Relating to IPR TRIPS and other Treaties (WIPO, WTO, GATT) in Agriculture and Food Industry ➤ Research exemption Introduction to Patents Overview Historical development Concepts, Novelty, Utility Inventiveness/Non-obviousness in Pharma and Health care sector, Patent Act 1970 – amendments of 1999, 2000, 2002 and 2005 Patentable subject matter, Patentability criteria, non-patentable inventions Agricultural products and process and patent protection Software Patents Patenting of Micro-organism, Rights of patentee Procedure for granting a patent and obtaining patents Grounds for opposition Working of Patents, Compulsory License Acquisition, Surrender, Revocation, restoration Transfer of patent rights. ➤ Copyright and Neighboring Rights Concept and Principles Historical background and Development of Copyright Law Leading International Instruments, Berne Convention, Universal Copyright Convention, International Copyright under Copyright Act WIPO, Copyright Act, 1957 Terms of Copyright conditions for grant of copyright, extent of rights exception to copyright protection, fair use provision, assignment and licensing. Copyright Registrar and Copyright Board-Power and Procedure Copyright Societies, Ownership, Assignment, Licence, Translation of Copyright, Compulsory Licences in Agriculture and Food Industry ➤ Introduction to Trademarks Need for Protection. Kinds of trademarks Concept of Well known trademark in Agriculture and Food Industry. Registration of trademarks Grounds of refusal of registration Absolute ground Relative ground Procedure of registration of trademarks Opposition and its grounds
Evaluation Method	<p>Swami Sevabnavi Sanstha's Lotus Business School Pune - 411 033</p>

CPP Code	LBS2020-2212
Title of Course	Certificate Course in Event Management
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> Event Communication & Presentation Skills Special Events, Research & Planning Advance Event Accounting & Costing Event Marketing, Advertising & PR Event Production & Logistics Event Laws & License Advance Aspects of Event Management
Justification of Course	<ul style="list-style-type: none"> In SPPU syllabus, event management subject is only for Tourism and Hospitality Managementspecialization, so this certification course will provide event management knowledge to other specialization students too. To provide a conceptual overview and a systematic study of event programming, management, and marketing, and practical applications. To interpret and apply principles of both business and not-for-profit management to the special needs of event organizations. To foster professionalism in event management, covering the knowledge base, theory, methodologies and ethics.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> Understand basic framework of planning an event. Demonstrate ability to execute events through project. Understand industry trends based on guest lecturers' expertise. Demonstrate ability to collaborate for event execution. Evaluate events for effectiveness and success based on unique goals.
Syllabus	<p>➤ INTRODUCTION AND IMPORTANT ASPECTS OF EVENT MANAGEMENT: Events and principles of event management, Events – type and Size, Event planning and execution – an overview, Legalities, permissions and licenses, The role of an event manager, important characteristics of an event manager, Event management industry in India, Concept Designing – Theme, Event Objective and content development, Pre Event Preparation: Budgeting, Event design.</p> <p>➤ STRATEGIC MARKETING FOR EVENTS Understanding the client requirement – Research, customer focus, product focus, Ideation and planning (creating a master plan for execution, concept and theme development, making and delivering presentations), Introduction to sales and sales pitches (sales calls, sales pitches), Strategic budgeting and negotiations, Sponsorships – sponsor types / categories, identifying potential sponsors, preparing sponsorship decks, Media plan – designing a media plan, Introduction to email marketing and copyright.</p> <p>➤ PROJECT PLANNING AND MANAGEMENT Planning an event – steps, Feasibility study, site survey and inspection, venues, time and scope of work, Understanding event and stage design and layouts – putting ideas on paper, Vendor management and planning with vendors, budget allocation and work delegation</p> <p>➤ EVENT PRODUCTION AND LOGISTICS Elements of production, Stage construction and elements, Infrastructure, Framing and branding, Parking, travel and logistics, Sanitation and hygiene, Safety and security</p> <p>➤ EXECUTION OF ACTUAL EVENT AND ITS EVALUATION</p>



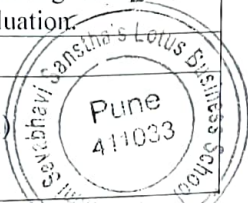
CPP Code	LBS2020-2221
Title of Course	Certificate Course in SMART (Selling, Marketing And Recruitment, Training) for Pharma & Healthcare Management
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for Pharma & Healthcare Industry - STP for Pharma & Healthcare products & services - B2B & B2C concepts for Pharma & Healthcare Industry - Recruitment & Training of Pharma & Healthcare Industry sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Pharma & Healthcare Management. The Marketing & Sales function in Pharma Industry is different from that in consumer goods or industrial products segment. Learn techniques to guide Pharma & Healthcare students to look at issues from different points of view. • Customer base (Medical practitioners, stockiest & retailers) is relatively small but spread over a large geographical area. • Drugs & Cosmetics Act prohibits advertising of pharmaceutical products in mass media.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Pharma & Healthcare Sales and Marketing. • The Pharma & Healthcare Sales, marketing, recruitment & training will develop and expand the student's knowledge of Pharma & Healthcare Industry. • Deconstruct the pros and cons of sample real world sales calls for products of Pharma & Healthcare industry in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for Pharma products & services, Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing & Sales –Introduction to Pharma & Healthcare marketing, Business to Business marketing in Pharma & Healthcare industry, Business to consumer marketing in Pharma & Healthcare industry. Business to Business Sales (activity based), Business to consumer Sales (activity based) in Pharma & Healthcare industry, Retail Chemist Prescription Audit (RCPA), Must/Master see list (MSL) ➤ Sales Process (7 steps): Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up. <p>Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management, Over the counter (OTC) brand, Prescription brand.</p> <ul style="list-style-type: none"> ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation.
Evaluation Method	<p>Test- 30 MCQ based test for the evaluation of Remembering and Understanding</p> <p>Field Work- Field activity will be conducted at actual marketplace (RCPA/on field call)</p> <p>30 Marks activity based on Analyzing, Applying, Creating, Evaluating.</p>

Director

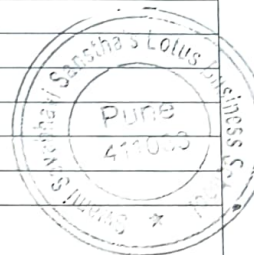
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Lotus Business School

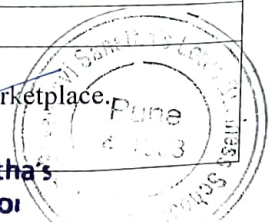
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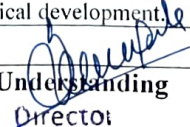
CPP Code	LBS2020-2222
Title of Course	Certificate Course in Pharmaceutical and Healthcare Industry Environmental Analysis
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Dr. Manisha Purohit
Content of Proposed Course	<ul style="list-style-type: none"> To Discuss the threats and strengths of the industry To impart fundamental knowledge on pharmaceutical product development To know different Laws and Acts that regulates pharmaceutical industry. To understand the approval process and regulatory requirements for drug products.
Justification of Course	<ul style="list-style-type: none"> This course is not covered in the syllabus of Pharmaceutical and Healthcare Management. This Course Use real-life scenario. The environmental impact of the pharmaceutical and Healthcare industry in general and its products To summarize and build confidence about the recent developments on industry and its key players.
Outcome for Students after completion of Course	<p>Syllabus helps to Remember and describe the key characteristics of the players in an Pharmaceutical and Health Industry. Helps to Understand and summarize the management ethos and philosophy of the players in Pharmaceutical and Health Industry. It demonstrates an understanding of the regulatory forces acting on the Industry. Syllabus compare and contrast, using tables and charts, the market and financial Performance of the players in an industry. Its creates the impact of recent developments on the industry and its key players. And Predict the future trajectory of the evolution of the industry in the immediate future</p>
Syllabus	<ul style="list-style-type: none"> ➤ Pharmaceutical and Healthcare Industry Analysis –Nature of the Pharmaceutical and Healthcare Industry , Players in the Pharmaceutical and Healthcare , Pricing Policies, Capacity analysis – total capacity of the Pharmaceutical and Healthcare and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities, Demand Supply balance in the Pharmaceutical and Healthcare – at global, national and regional level, Professional Trade bodies of the Pharmaceutical and Healthcare , Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the Pharmaceutical and Healthcare , Disruptive Innovations in the Pharmaceutical and Healthcare . ➤ Promoters & Management Ethos in Pharmaceutical and Healthcare: Management ethos and philosophy, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. ➤ External Environment: Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, ➤ Regulatory actions against the players Regulatory affairs: Introduction, Regulatory authorities, Role of Regulatory affairs department, Responsibility of Regulatory Affairs Professionals. Regulatory requirements for drug approval: Drug Development Teams, <p>Quality management systems: Quality management & Certifications: Concept of Quality, Total Quality Management, Quality by Design (QbD), Six Sigma concept, Out of Specifications (OOS), Change control, Introduction to ISO 9000 series of quality systems standards, ISO 14000, NABL, GLP</p> <p>Financials: Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and</p>

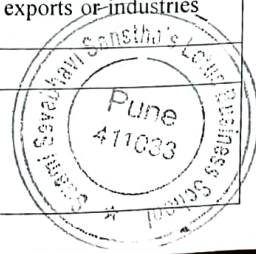


CPP Code	LBS2020-2232
Title of Course	Certificate Course in SMART (Selling, Marketing And Recruitment, Training)
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for various industries. - STP for various industry's products & services - B2B & B2C concepts for various industry's products & services - Recruitment & Training of various industry's sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Management. This Course Use stories and real-life scenarios that resonate with customers. Learn techniques to guide management students to look at issues from different points of view. • Ability to collect, process, and analyze consumer and market data to make informed decisions. • Ability to create branding and integrated marketing communications plans that include value propositions. • Ability to formulate and implement traditional and digital marketing and communications strategies. • Build confidence to convey how the sales rep's solution will be perfectly suited to meet the customer's needs — and obtain commitment to close the deal.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Sales and Marketing. • The Sales, marketing, recruitment & training will develop and expand the student's knowledge of various Businesses. • Deconstruct the pros and cons of sample real world sales calls for products of various industries in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for various industries products & services. Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing & Sales – Introduction to marketing, Business to Business marketing in various industries, Business to consumer marketing in various industries. Business to Business Sales (activity based), Business to consumer Sales (activity based) in various industries. ➤ Sales Process (7 steps): Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up. Consumer Behavior, different Product Categories, Challenges for Communication: Message & Media for Communication. ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation.
Evaluation Method	<ul style="list-style-type: none"> ➤ Test- 30 MCQ based test for the evaluation of Remembering and Understanding ➤ Field Work- Field activity will be conducted in both B2B & B2C method at actual marketplace. 50 Marks activity based on Analyzing, Applying, Creating, Evaluating



CPP Code	LBS2020-2233
Title of Course	Certificate Course in Industry Environmental Analysis
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Dr. Manisha Purohit
Content of Proposed Course	<ul style="list-style-type: none"> - Role of Industry in Indian economy - Help understanding Existing Environment - Industry Environment analysis should provide necessary data for strategic decision making - Industry Environment analysis should facilitate and foster strategic linking in organizations.-industries.
Justification of Course	<ul style="list-style-type: none"> • The learning objective of industry analysis is to determine the opportunities and threats that exist for firms within a competitive environment. • To summarize and build confidence about the recent developments on industry and its key players. • Helps to detect threats at an early stage, and assist the organization in developing strategies for its survival. • Helps to understand the various aspects and predict trends of the industry better, and helps in many other ways.
Outcome for Students after completion of Course	<p>Syllabus describes the key characteristics of the players in an industry. And helps to understand and summarize the management ethos and philosophy of the players in the industry.</p> <p>It Demonstrate an understanding of the regulatory forces acting on the industry. Compare and Contrast, using tables and charts, the market and financial performance of the players in an industry. Assess the impact of recent developments on the industry and its key players. And Evaluate and Predict the future trajectory of the evolution of the industry in the immediate future</p>
Syllabus	<ul style="list-style-type: none"> ➤ Industry Analysis: Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry ➤ Promoters & Management Ethos: Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights. Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation ➤ External Environment: Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRPC Commission, FDA, etc ➤ Financials: Profitability, Revenues, Margins of top players ,trends/changes therein, Sick players if any and their turnaround strategies, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. ➤ Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry ,Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Mergers & Acquisitions, Technological development
Evaluation Method	<ul style="list-style-type: none"> ➤ Test- 30 MCQ based test for the evaluation of Remembering and Understanding

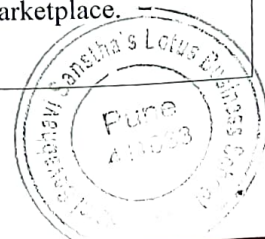

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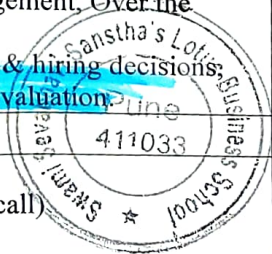
CPP Code	LBSABM2019-21/03
Title of Course	Certificate Course in Sales process Planning and execution for Agriculture and Food industry
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	120
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for Agriculture and Food Industry - STP for agricultural products & services - B2B & B2C concepts for Agriculture and Food Industry - Recruitment & Training of Agriculture and Food Industry sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Agribusiness Management. This Course Use stories and real-life scenarios that resonate with farmers. Learn techniques to guide agri students to look at issues from different points of view. • Develop methods to capitalize on an agribusiness' unique strategic advantage. • Build confidence to convey how the agriculture sales rep's solution will be perfectly suited to meet the customer's needs — and obtain commitment to close the deal.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Agri Sales and Marketing. • The Agriculture Sales, marketing, recruitment & training will develop and expand the student's knowledge of Agriculture Business. • Deconstruct the pros and cons of sample real world sales calls for products of agriculture & food industry in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for Agricultural and Food products & services. Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing&Sales –Introduction to Rural marketing, Business to Business marketing in agriculture and Food industry, Business to consumer marketing in agriculture and food industry. Business to Business Sales (activity based), Business to consumer Sales (activity based) in agriculture and Food industry. ➤ Sales Process (7 steps):Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up.Rural Consumer Behavior, Rural Product Categories, Challenges for Rural Communication: Message & Media for Rural Communication. ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation.
Evaluation Method	<ul style="list-style-type: none"> ➤ Test- 30 MCQ based test for the evaluation of Remembering and Understanding ➤ Field Work- Fieldactivity will be conducted in both B2B & B2C method at actual marketplace. 50 Marks activity based on Analyzing, Applying, Creating, Evaluating

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CPP Code	LBSPHIM2019-21/04
Title of Course	Certificate Course in SMART (Selling, Marketing And Recruitment, Training) for Pharmaceutical & Healthcare Industry
Course Credit	2
Course Teaching Hours	10
Practical/Project/Training Hours	20
Evaluation hours	1
No. Of Proposed Students	60
Course Coordinator	Prof. Pranita Arbat
Content of Proposed Course	<ul style="list-style-type: none"> - Introduction to sales & marketing for Pharma & Healthcare Industry - STP for Pharma & Healthcare products & services - B2B & B2C concepts for Pharma & Healthcare Industry - Recruitment & Training of Pharma & Healthcare Industry sales people
Justification of Course	<ul style="list-style-type: none"> • This course is not covered in the syllabus of Pharma & Healthcare Management. The Marketing & Sales function in Pharma Industry is different from that in consumer goods or industrial products segment. Learn techniques to guide Pharma & Healthcare students to look at issues from different points of view. • Customer base (Medical practitioners, stockiest & retailers) is relatively small but spread over a large geographical area. • Drugs & Cosmetics Act prohibits advertising of pharmaceutical products in mass media.
Outcome for Students after completion of Course	<ul style="list-style-type: none"> • Describe the various concepts related to sales, marketing, recruitment and training. • The student will learn step-by-step sales techniques, stage presence, self-evaluation of voice, habits, abilities in sales, and understanding of sales career. • This program will help students make decisions as to whether or not they are qualified in sales, and prepare them for a sales career if they choose that vocation. • The student will develop knowledge and skills sufficient to gain and hold entry-level Jobs in Pharma & Healthcare Sales and Marketing. • The Pharma & Healthcare Sales, marketing, recruitment & training will develop and expand the student's knowledge of Pharma & Healthcare Industry. • Deconstruct the pros and cons of sample real world sales calls for products of Pharma & Healthcare industry in B2B & B2C domain.
Syllabus	<ul style="list-style-type: none"> ➤ Introduction- Introduction to SMART module, Importance of SMART module at entry level in Industry. ➤ Segmentation, Targeting & Positioning: STP for Pharma products & services, Segmentation, Targeting & Positioning for strategic Business Unit (SBU), Sales Action Plan (SAP), Components of sales action plan, Different Templates for effective SAP. ➤ Marketing & Sales –Introduction to Pharma & Healthcare marketing, Business to Business marketing in Pharma & Healthcare industry, Business to consumer marketing in Pharma & Healthcare industry. Business to Business Sales (activity based), Business to consumer Sales (activity based) in Pharma & Healthcare industry, Retail Chemist Prescription Audit (RCPA), Must/Master see list (MSL) ➤ Sales Process (7 steps): Prospecting, Preparation, Approach, Presentation, Handling objections, Closing, Follow-up. <p>Pharmaceutical marketing channels: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management, Over the counter (OTC) brand, Prescription brand.</p> <ul style="list-style-type: none"> ➤ Recruitment & Training – Job analysis, screening the candidates, Hiring process & hiring decisions, testing, reference checking, Training need assessment, Training methods, training evaluation. <p>Evaluation Method 30 MCQ based test for the evaluation of Remembering and Understanding 30 Marks Work- Field activity will be conducted at actual marketplace (RCPA/on field call) 30 Marks activity based on Analyzing, Applying, Creating, Evaluating.</p>





Career Progression Certification

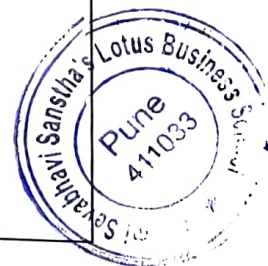
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Certificate No.	Name of Certificate	Contents	Hours
LBS 301	Social Media and Personal Branding	<ul style="list-style-type: none">❖ Social Media Revolution❖ Overview of social media❖ Social Media Classification❖ SMM and benefits, Assignments❖ Exercise on setting up campaigns❖ Social Media Analytics❖ Personal Branding Concept❖ Personal Branding Exercise❖ Get started on your Brand print	30 Hours
LBS 302	Corporate Etiquettes and Grooming	<ul style="list-style-type: none">❖ Personal Appearance❖ Personal Hygiene❖ Self-Assessment❖ Conversational Techniques❖ Small talk and networking, developing Business Relation	30 hours
LBS 304	Ethics in Business	<ul style="list-style-type: none">❖ Introduction to Business Ethics❖ Roles of Business ethics in Various Types of business Structure❖ Structure of Business Ethics❖ Duration ethics in workplace❖ Code of conducts, Code of ethics❖ CSR❖ Ethic's positive impact on Business❖ Corporate integrity❖ Consumer rights❖ Study of Indian Business Houses	30 hours
LBS 305	Entrepreneurship Unleashed	<ul style="list-style-type: none">❖ 5 steps entrepreneurship❖ Entrepreneur ecosystem in India❖ Financial Institution and Legal Environment❖ Study of Indian Business Houses❖ Entrepreneurship and legal forms of Business using relevant case studies	30 hours
LBS 306	SMART	<ul style="list-style-type: none">❖ Theory steps of selling❖ Demo and Class exercises Practical exposure and projects and performance analysis❖ Introduction exchange of business cards❖ Work station etiquettes❖ Email etiquettes❖ Business etiquettes❖ Managing meetings❖ Telephone etiquettes❖ Presentation etiquettes❖ Dining etiquettes❖ Bathroom etiquettes❖ Dressing and Grooming	30 hours


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Career Progression Certification

A.Y 2017-18



Certificate No.	Name of Certificate	Contents	Hours
LBS 201	Life Skills	<ul style="list-style-type: none"> ❖ Understanding self concept of Social Environment ❖ Concept of self and public image. Workshop on how to bridge the gap between Self and Public image leading to Happiness. 	30 hours
LBS 202	Social Media and Personal Branding	<ul style="list-style-type: none"> ❖ Social Media Revolution ❖ Overview of social media ❖ Social Media Classification ❖ SMM and benefits, Assignments ❖ Exercise on setting up campaigns ❖ Social Media Analytics ❖ Personal Branding Concept ❖ Personal Branding Exercise ❖ Get started on your Brand print 	30 Hours
LBS 203	Corporate Etiquettes and Grooming	<ul style="list-style-type: none"> ❖ Personal Appearance ❖ Personal Hygiene ❖ Self-Assessment ❖ Conversational Techniques ❖ Small talk and networking, developing Business Relation 	30 hours
LBS 205	Ethics in Business	<ul style="list-style-type: none"> ❖ Introduction to Business Ethics ❖ Roles of Business ethics in Various Types of business Structure ❖ Structure of Business Ethics ❖ Duration ethics in workplace ❖ Code of conducts, Code of ethics ❖ CSR ❖ Ethic's positive impact on Business ❖ Corporate integrity ❖ Consumer rights ❖ Study of Indian Business Houses 	30 hours
LBS 206	Entrepreneurship Unleashed	<ul style="list-style-type: none"> ❖ 5 steps entrepreneurship ❖ Entrepreneur ecosystem in India ❖ Financial Institution and Legal Environment ❖ Study of Indian Business Houses ❖ Entrepreneurship and legal forms of Business using relevant case studies 	30 hours




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