

## INDEX

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# Academic Calendar



# 2021-22



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management**  
**(M.B.A.)**  
Academic Calendar 2021-2022

Month	Program
September	IQAC Meeting
	College Development Committee Meeting
October	Anti-ragging Committee Meeting
	IQAC Meeting
November	Commencement of Sem III
	Guest lecture
	Guest lecture
December	Commencement of Sem I
	Well- Come Function
	Guest lecture
	Local Industrial Visit
January	Submission of Projects
	Field work/ Mini Project
	Guest lecture
February	Mid Test
	University Exam
March	Commencement of 4 <sup>th</sup> Sem Classes
	Guest lecture



	IQAC Meeting
April	Commencement of 2 <sup>th</sup> Sem Classes
	Environment study tour
	Guest lecture
May	Guest lecture
	Outside Industry Visit
	Guest lecture
June-	Vanashree Mohastav ( Cultural, Sport program)
July	Mid Test
	University Exam



  
 Vankateshwara Institute of Management,  
 Peth, Tal. Wabva, Dist. Sengli.

**2020-21**





Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management**  
**(M.B.A.)**  
 Academic Calendar 2020-2021

Month	Program
September	Commencement of Sem III
	Guest lecture on Marketing Management
	Teachers Day
	Guest lecture on Human Resource Management
	Local Industrial Visit
	Submission of Projects
October	Field work/ Mini Project
	Guest lecture on Financial Management
	Preliminary Internal Exam
	Seminars
	IQAC Meeting
November	Submission
December	Mid Test
	IQAC Meeting
	College Development Committee Meeting
	University Exam
January	Commencement of 1 <sup>st</sup> Sem Classes
	Well- Come Function
	Environment study tour
	Guest lecture on Financial Management



February	Outside Industry Visit
	Vanashree Mohastav ( Cultural, Sport program)
March	Commencement of 4 <sup>th</sup> Sem Classes
	IQAC Meeting
	Field Work
	Guest Lecture
	Mid Test
	University Exam
April	Seminar
	Campus Interview
May	Commencement of 2 <sup>nd</sup> Sem Classes
	Common Lecture on Summer Project
June	Mid Test
	University Exam
July-Aug	Guest Lecture
	Mid Test
	University Exam



*Sud*  
**IC DIRECTOR**  
 Venkateshwara Institute of Management  
 Peth, Tal. Walwa, Dist. Sangli.



# 2019-20



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management**  
**(M.B.A.)**  
 Academic Calendar 2019-2020

Month	Program
August	Commencement of Second year classes
	Independence Day
	Selection of UR/CR
	Commencement of classes for first year student
September	Guest lecture
	IQAC Meeting
	Guest lecture
	Teachers Day
	Guest lecture
	College Development Committee Meeting
	Local Industrial Visit
	Guest lecture
	Submission of Projects
	October
Guest lecture on Financial Management	
Preliminary Internal Exam	
IQAC Meeting	
November	Seminars
	Submission



	Preparation Leave For Student
	University Exam Sem III
December	University Exam Sem I
	Winter Vacation for II nd Year
January	Commencement of 4 <sup>th</sup> Sem Classes
	Winter Vacation for 1st Year
	Commencement of 2 <sup>nd</sup> Sem Classes
	Environment study tour
	Guest lecture
February	Outside Industry Visit
	Vanashree Mohastav ( Cultural, Sport program)
	Workshop
March	Field Work
	IQAC Meeting
	Guest Lecture
	Mid Test
April	Seminar
	Campus Interview
May	University Exam
	Common Lecture on Summer Project
June- July	50 Days for Summer project



**DIRECTOR**

Venkateshwara Institute of Management  
Peth, Tal. Walwa, Dist. Sangli.

# 2018-19



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management**  
**(M.B.A.)**  
Academic Calendar 2018-2019

Month	Program
August	Commencement of Second year classes
	Independence Day
	Commencement of classes for first year student
	Guest lecture
	IQAC Meeting
September	Well- Come Function
	Teachers Day
	Guest lecture
	Local Industrial Visit
	College Development Committee Meeting
October	Field work/ Mini Project
	Guest lecture on Personality Development
	Preliminary Internal Exam
	Seminars
	Workshop
	Anti-ragging Committee Meeting
	IQAC Meeting



November	Submission
	Preparation Leave For Student
December	University Exam Sem III
	Winter Vacation for II <sup>nd</sup> Year
	University Exam Sem I
January	Commencement of 4 <sup>th</sup> Sem Classes
	Winter Vacation for 1st Year
	Commencement of 2 <sup>nd</sup> Sem Classes
	Industrial Visit
February	Guest lecture
	Vanashree Mohastav ( Cultural, Sport program)
	Workshop
March	Field Work
	IQAC Meeting
	Guest Lecture
	Mid Test
April	Seminar
	Submission
	Preparation Leave
May	University Exam
	Common Lecture on Summer Project





June- July	60 Days for Summer project.
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P.K. Kulkarni

**DIRECTOR**

Venkateshwara Institute of Management  
Peth, Tal. Walwa, Dist. Sangli.



2017-2018



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management**  
**(M.B.A.)**  
 Academic Calendar 2017-2018

Month	Program
July	IQAC Meeting
August	Commencement of Second year classes
	Independence Day
	Commencement of classes for first year student
	Workshop
	IQAC Meeting
September	Well- Come Function
	Teachers Day
	Guest lecture
	Local Industrial Visit
	College Development Committee Meeting
October	Field work/ Mini Project
	Workshop
	Preliminary Internal Exam
	Seminars
	IQAC Meeting
November	Submission
	Preparation Leave For Student



December	Anti-ragging Committee Meeting
	University Exam Sem III
	Winter Vacation for II nd Year
	University Exam Sem I
January	Commencement of 4 <sup>th</sup> Sem Classes
	Winter Vacation for 1st Year
	Industrial Visit
	Commencement of 2 <sup>nd</sup> Sem Classes
February	Guest lecture
	Vanashree Mohastav ( Cultural, Sport program)
	IQAC Meeting
March	Field Work
	Guest Lecture
	Mid Test
April	Seminar
	Submission
	Preparation Leave
May	University Exam
	Common Lecture on Summer Project
June- July	60 Days for Summer project



*P. K. K. K.*  
**DIRECTOR**

Venkateshwara Institute of Management  
Peth, Tal. Walwa, Dist. Sangli.

# Academic Dairy







Shri Venkateshwara Shikshan Sanstha's

# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)

Gat No. 2665, Peth Naka, Tal. Walwa, Dist. Sangli - 415 407  
PH.NO. (02342) 252100, 252110

## ACADEMIC DIARY

A.Y.- 2021 - 2022

Name of Faculty Patil Amit Shivaji

Year 2021-22 Sem I & II





# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)

Subject: Indian Ethos & management  
Concepts

Class: MBA-1 Year: 2021-22

## Course Objectives

1	Understanding cultural values Indian ethos & management determine to the rich cultural heritage
2	Promoting ethical leadership
3	Enhancing cross-cultural competence
4	Fostering sustainable development
5	Exploring Traditional wisdom

## Course Outcomes

1	Understand the way of righteousness in the Gita
2	Understand sources of organizational ethical culture & different behaviour.
3	Identify the features of Indian ethos.
4	Analyze the principles of management
5	Understand dynamics of ethics in management





# LESSON PLAN

Subject: Indian Ethos & Mgt Concept  
Semester: I

MBA I  
Class: 2021-22  
Lect. / Week:

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
1	Introduction & Evaluation of mgt.	2/12/21	3/12/21
13	* Scientific management	to	15
16	* Human Resource approach	18/12/21	20/12/21
	* Levels of management		
	* MBO process		
4	Planning & organizing		
to	* Nature & types of planning	23/12/21	23/12/21
10	* Organization structure & types.	to	
	* Staffing & Directing Controlling		
	* Need & Importance of staffing	8/01/22	13/01/22
	* Techniques of Controlling		
21	Indian Ethos.		
to	* Principles practices by Indian	15/2/22	15/2/22
10	companies.	to	
	* Role of Indian Ethos In man- ageial practices.	4/2/22	12/2/22
	* management lesson from mahabharath, vedas, bible, quran		
	Arthashastra.		
	* Ethics Vs Ethos.		

*[Signature]*  
Faculty



**IC DIRECTOR**  
Director  
Venkateshwara Institute of Management  
Peth, Tal. Waikva, Dist. Sangli.

# LESSON PLAN

Class : MBA-I

Subject : LE & MC

Semester : I

Lect. / Week :

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
4	Business ethics		
	* Historical perspective of ethics	11/2/22	17/2/22
	* Trusteeship mgt.	to	to
	* G.D. Birla, JRD Tata policies	07/3/22	12/3/22
	* practices of business ethics.		

Faculty



Director  
VIT Vellore Institute of Management  
Puth, Tal. Vellore, Dist. Tirupathi, Andhra Pradesh - 520 015





Shri Venkateshwara Shikshan Sanstha's  
**VENKATESHWARA INSTITUTE OF  
MANAGEMENT (M.B.A.)**

Gat No. 2665, Peth Naka, Tal. Walwa, Dist. Sangli - 415 407  
PH.NO. (02342) 252100, 252110

**ACADEMIC DIARY**

**A.Y.- 20 - 20**

Name of Faculty Dr. P. B. Kupenc

Year 2021-22 Sem Sem I & II





# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)

Subject: Management Accounting

Class: MBA-I Year: 2021-22

## Course Objectives

1)	To combine practice & theoretical knowledge of financial accounting.
2)	To active learners & develop awareness of emerging trends in financial accounting.
3)	The course will provide decision making skills to the students in the financial analysis context.
4)	To identify and analyze complex financial accounting problem & opportunities in real life situations.

## Course Outcomes

1)	Describe concepts in management accounting.
2)	Prepare final account of a company.
3)	Prepare cost sheet of a company.
4)	Produce CVP analysis.

# LESSON PLAN

Subject: Management Accounting

Semester: II

Class: MBA-I

Lect. / Week:

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
1)	Financial Accounting	02/12/21	02/12/21
	Need for accounting	to	to
	Accounting process & system	17/12/21	18/12/21
	Depreciation methods		
2)	Trial Balance & Final Accounts	18/12/21	19/12/21
	* Preparation of trial balance	to	to
	* Preparation of final accounts		
	* Computerized Accounting	04/01/22	04/01/22
	* Tally package		
3)	Cost Accounting	06/01/22	06/01/22
	* Financial & Cost accounting	to	to
	* Cost unit & cost centre	21/01/22	22/01/22
	* Element of cost		
	* Inventory valuation methods		
4)	Management Accounting		
	* Concept, meaning, feature, function	22/01/22	24/01/22
	* CVP analysis	to	to
	* Contribution, PV ratio, BEP		
	* Margin of safety	10/02/22	12/02/22
	* Angle of incidence		

[Signature]  
Faculty



[Signature]  
Director  
VC DIRECTOR

Yashwantrao Chavan Institute of Management  
Pash. Tal. Maharashtra Dist. Sangli



# LESSON PLAN

Class : MBA-I

Lect. / Week : 1

Subject : Personality Development Semester : I

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
1)	Introduction to different personality traits.	01/12/2021	01/12/2021
	Self Management.	to	to
	Positive thinking & Attitude.		
	Interpersonal Relations.	29/12/2021	29/12/2021
2)	Etiquette & Manners.	03/01/22	03/01/22
	Time Management.		
	Networking.	to	to
	Email & Telephone Communication.		
	Physical fitness.	07/02/22	09/02/22

*Pupane*  
Faculty



Director  
**IG DIRECTOR**  
 VITM  
 VITM Institute of Management  
 Peth, Tal. Wadgaon, Dist. Solapur



Shri Venkateshwara Shikshan Sanstha's

# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)

Gat No. 2665, Peth Naka, Tal. Walwa, Dist. Sangli - 415 407  
PH.NO. (02342) 252100, 252110

## ACADEMIC DIARY

A.Y.- 20 - 20

Name of Faculty

Adv. D. D. Pabli

Year

2021-22

Sem

I





# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)


Subject: Legal & Business Environment Class: MBA-I Year: 2021-22

## Course Objectives

1)	To gain knowledge of the branches of law which related to business transaction certain Corporate bodies & related matters.
2)	To understand the applications of these laws to Practical commercial situations.
3)	To gives student knowledge of Business Environment in India.
4)	To give student an understanding of the various constituents of the local and global business environments.

## Course Outcomes

1)	Understand legal aspects of business with respect to Indian economy.
2)	Relate various legal provision to relevant business aspects and situations.
3)	Assess Business Environment in India.
4)	Appraise Globalization trends a challenges & environment for foreign trade & investments.





# LESSON PLAN

Subject: Legal & Business Environment

Semester: I

Class: MBA-I

Lect. / Week: \_\_\_\_\_

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
1)	Introduction of Business Law	06/12/21	06/12/21
	Importance of legal knowledge to managerial Personnel & entrepreneurs	to	to
	Indian legal system, Indian Contract Act 1872, Breach of contract, QUSI	20/12/21	21/12/21
	contracts, Bailment, agency, indemnity, guarantee, sale of goods Act.		
2)	Principle of Laws relating to business Organizations	21/12/21	23/12/21
	formation of partnership firms & Company. Dissolution of Partnership and winding up of company, IPR	to	
	Trade marks, Patents etc.	06/01/22	06/01/22
3)	Macro & Micro Indicators of Business environment	10/01/22	10/01/22
	* Growth & Development Indicators	to	to
	* Relative size & growth of Public and private sectors.	25/01/22	27/01/22
4)	Globalization trends & challenges	27/01/22	31/01/22
	Development of rural sector since globalization, Environment for	to	To

*[Signature]*  
Faculty



*[Signature]*  
Director  
IC DIRECTOR  
Venkateswara Institute of Management  
Poth, Tal. Waha, Dist. Sangli

# LESSON PLAN

Subject : Legal & Business Environment

Semester : I

Class : MBA I

Lect. / Week :

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
	Foreign trade & foreign investment		
	India competitiveness in the world	19/02/22	10/02/22
	economy and ease of doing business in India		

PDD  
Faculty



Director  
**VC DIRECTOR**  
Yashwantrao Chavan Pratishthan  
Peth, Tal. Waivda, Dist. Sangli.





Shri Venkateshwara Shikshan Sanatha's

# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)

Gat No. 2665, Peth Naka, Tal. Walwa, Dist. Sangli - 415 407  
PH.NO. (02342) 252100, 252110

## ACADEMIC DIARY

A.Y.- 20 - 20

Name of Faculty

Miss. V. D. Pabli

Year

2021-22

Sem

II & IV

## Teaching Load

Sr.No.	Class	Subject	L.	Total
1	MBA-I	Research Methodology.	40	40
2	MBA-II	Startups and new venture.	40	40
3	MBA-II	employability skills	40	40
		Total Load		120



*[Signature]*  
Director

**I/C DIRECTOR**  
Venkateshwar Institute of Management  
Peth, Tal. Walwa, Dist. Sangli.



# VENKATESHWARA INSTITUTE OF MANAGEMENT (M.B.A.)

Subject: Research Methodology

Class: MBA-I Year: 2021-22

## Course Objectives

1)	To generate new knowledge.
2)	To gain familiarity or to develop a new insight into some phenomenon.
3)	To investigate some existing situation or Problem.

## Course Outcomes

1)	Define various terms used in research process
2)	Describe research design, sample design & sampling methods.
3)	Apply appropriate methods for data collection for research work.
4)	Use appropriate statistical tools for data analysis & interpretation



# LESSON PLAN

Subject : Research Methodology Semester : II

Class : MBA-I

Lect. / Week :

Lec. No.	Topics to be Covered	Planned Date	Date of Actual Coverage
①	Research fundamentals	04/04/22	04/04/22
	Meaning objective & motivation		
	Type of research	To	To
	Research Process		
	Management research problems.	22/04/22	23/04/22
2)	Research Design.	23/04/22	25/04/22
	Types of research design.		
	Sampling Design	To	To
	Measurement & scaling tech.		
	Hypothesis.	09/05/22	11/05/22
3)	Data collection & analysis.	11/05/22	13/05/22
	Method of data collection.		
	Processing & analyzing data.	To	To
	Testing of hypothesis.	28/05/22	30/05/22
	Use of MS-Excel & SPSS for data analysis.		
4)	Interpretation & Report writing.	30/05/22	01/06/22
	Interpretation of data.		
	Techniques of Interpretation.	To	To
	Report writing.	15/06/22	18/06/22
	layout of project report.		

  
Faculty



  
Director  
VC DIRECTOR  
Venkateswara Institute of Management  
Path. T. 194 - Dist. Rayachoti.



# Syllabus







Ref./SU/BOS/Com & Mgmt./

Date : 23/06/2020

To,

The Principal  
All Affiliated (Commerce & Management) Colleges/Institutions,  
Shivaji University, Kolhapur

No 12970

Subject : Regarding Syllabi and Equivalence of MBA Part-II (Sem-III/IV) Choice Based Credit System (CBCS) degree programme under the Faculty of Commerce & Management.

Sr/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi and equivalence of MBA Part-II (Sem-III/IV) Choice Based Credit System (CBCS) under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year 2020-2021 onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Student - Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2020 & March / April, 2021. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

Dr. Registrar

Encl : As above

Copy to,

1. I/c Deun, Faculty of Commerce & Management
  2. Chairman, Board of Studies
  3. Director, BOEE
  4. Appointment Section
  5. P. G. Admission Section
  6. O. E. I Section
  7. Affiliation Section (U.G./P.G.)
  8. Computer Center/I.T.
  9. Eligibility Section
  10. Distance Education
  11. P.G. Seminar Section
- } for information
- } for information and necessary action.



# SHIVAJI UNIVERSITY, KOLHAPUR.



Estd. 1962

NAAC 'A' Grade

**Faculty of Commerce and Management**

Syllabus For

**MBA Part – II (Sem III & IV) (CBCS)**

(To be implemented from June 2020 onwards)

(Subject to the modifications that will be made from time to time)



**Shivaji University, Kolhapur**  
 Revised Syllabus For  
**Master of Business Administration (MBA)**  
 (Subject to the modifications will be made from time to time)  
**New structure for the Master of Business Administration (MBA) (CBCS)**  
 Program to be implemented from June, 2019.  
**MBA-II Sem-III and IV to be implemented from June 2020**

**MBA. Part-II Semester-III**

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Unit Exam		Total Marks
					Written	Online/Written MCQ	
17	CC 301	Strategic and Change Management	4	20	60	20	100
18	CC 302	Business Intelligence and Analytics	4	20	60	20	100
19	ABCC 303	Project Report & Viva-Voce	4	50	50	--	100
20	DSC 304	Elective I- Paper-I	4	20	60	20	100
21	DSC 305	Elective-I Paper-II	4	20	60	20	100
22	DSC 306	Elective-II Paper-I	4	20	60	20	100
23	DSC 307	Elective-II Paper-II	4	20	60	20	100
24	SECC 308	Optional - C* (Internal)	2	50	--	--	50
<b>Total</b>			<b>30</b>	<b>230</b>	<b>350</b>	<b>120</b>	<b>700</b>

**MBA. Part-II Semester-IV**

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Unit Exam		Total Marks
					Written	Online/Written MCQ	
25	CC 401	Innovation and Entrepreneurship	4	20	60	20	100
26	CC 402	Startups and New Venture (Internal)	4	100	-	-	100
27	SECC 403	Employability Skill (Internal)	4	100	-	-	100
28	DSE 404	Elective I- Paper-III	4	20	60	20	100
29	DSE 405	Elective-I Paper-IV	4	20	60	20	100
30	DSE 406	Elective II- Paper-III	4	20	60	20	100





31	DSE 407	Elective-II Paper-IV	4	20	60	20	100
32	SECC 408	Optional - D* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>

**Electives:**

Sr.	Existing Electives**	Sr.	Additional Electives Offered**
1	Marketing Management	8	Hospitality Management
2	Human Resource Management	9	Entrepreneurship Development
3	Financial Management	10	International Business
4	Production Management	11	Business Analytics
5	IT & System Management		
6	Agriculture Business Management		
7	Textile Management		

**Optional Papers:**

Sr.	Optional A Paper - VIII	Sr.	Optional B Paper - XVI
I	Chh. Shivaji Maharaj -The Management Guru	I	Total Quality Management
II	Computerized Accounting	II	Negotiation Skills
III	Personality Development	III	Taxation
IV	Business Models	IV	E-Business
V	Constitution of India	V	Computer Applications for Business
VI	Creativity and Innovation	VI	Behavioural Finance
Sr.	Optional C Paper - XXIV	Sr.	Optional D Paper - XXXII
I	Corporate Social Responsibility	I	Corporate Finance
II	ERP/SAP	II	B2B Marketing
III	Business Analytics	III	Econometrics
IV	Labour Laws	IV	Organizational Development
V	Marketing Research	V	Sports Management
VI	Customer Relationship Management	VI	Logistic and Supply Chain Management





SHIVAJI UNIVERSITY, KOLHAPUR-416 004, MAHARASHTRA  
 PHONE: EPABX-2609000 website- [www.unishivaji.ac.in](http://www.unishivaji.ac.in)  
 FAX 001-0231-2601531 & 001-0231-2692331 - BOS - 2609004  
 शिवाजी विद्यापीठ, कोल्हापूर - 416004.  
 दूरध्वनी संकेतस्थान: २६०९००० (संपन्न) वॉटर लिफ्ट - २६०९००२  
 फॅक्स : ००१-०२३१-२६०१५३१ & २६९२३३१ e-mail: [bo@unishivaji.ac.in](mailto:bo@unishivaji.ac.in)

Ref./SU/BOS/Com & Mgmt./6490

Date : 26/06/2019

To,

The Principal  
 All Affiliated (Commerce & Management) Colleges/Institutions,  
 Shivaji University, Kolhapur

**Subject : Regarding Syllabi and Equivalence of MBA Part-I (Sem-I/II) Choice Based Credit System (CBCS) degree programme under the Faculty of Commerce & Management.**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi and equivalence of MBA Part-I (Sem-I/II) Choice Based Credit System (CBCS) under the Faculty of Commerce & Management.

This syllabi and equivalence shall be implemented from the academic year 2019-2020 (i.e. from June, 2019) onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2019 & March / April, 2020. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

Dr. Registrar

Encl : As above

Copy to,

- |   |   |                                       |
|---|---|---------------------------------------|
| 1. Vc Dean, Faculty of Commerce & Management            | } | for information.                      |
| 2. Chairman, BOS under Faculty of Commerce & Management |   |                                       |
| 3. Director, BOEE                                       | } | for information and necessary action. |
| 4. Appointment Section                                  |   |                                       |
| 5. P. G. Admission Section                              |   |                                       |
| 6. O. E. T Section                                      |   |                                       |
| 7. Affiliation Section (U.G./P.G.)                      |   |                                       |
| 8. Computer Center/I.T.                                 |   |                                       |
| 9. Eligibility Section                                  |   |                                       |
| 10. Distance Education                                  |   |                                       |
| 11. P.G. Seminar Section                                |   |                                       |





Shivaji University, Kolhapur

NAAC "A" Grade

Revised Syllabus For

**Master of Business Administration (MBA) (CBCS)**

**Part – I (Sem I & II)**

**Under the Faculty of Commerce and Management**

**(To be implemented from June 2019)**





## Syllabus For

### Master of Business Administration (MBA) (CBCS)

(Subject to the modifications will be made from time to time)

Under the Faculty of Commerce and Management

Program to be implemented from June, 2019

- A. Ordinance and Regulations -(as applicable to degree/programme)
- B. Shriji University, Kolhapur, New/Revised Syllabus for Master of Business Administration Part I and II

1. Title : Master of Business Administration (CBCS)
2. Faculty of Commerce & Management
3. Year of Implementation :- MBA-I Semester I and II - Academic Year 2019-20

#### 1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

#### 2. General Objectives of the Course/ Paper:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. Also to prepare students for taking start ups and self employment. The emphasis will therefore, be on developing a role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

#### Program Educational Outcomes

At the end of MBA program student should take of either of following.

1. Managerial decision making through the application of knowledge of management discipline
2. Set up business enterprise and manage diversified growth of entrepreneurship.



### Program Outcomes:

At the end of MBA program students should be with following abilities.

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.
2. Develop incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.
3. Develop skills on analyzing the business data application of relevant analysis and problem solving.
4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding.
5. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
6. Develop effective and oral communication especially in business applications, with the use of appropriate technology.
7. Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of team members in the related context.

**3. Schedule of Teaching and Examination:** This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**4. Eligibility criteria for Admission** - In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria: • Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC. • Candidate should appear for the Common Entrance Test (MH-CET), conducted by the competent Authority of Maharashtra State for the MBA Admission.

**5. Intake of the Course:** As per AICTE approval





## Present Syllabus

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Efforts have been made to make learning enjoyable and even object oriented. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise. The syllabus also introduced dynamic online multiple choice objective type examination or written multiple choice objective type examination for all courses where university examination is to be held and open book examination at the MBA-II year optional courses only. The objective type examination expected to help student imbibe in depth knowledge of subject and imbibe employability skills. The open book examination in optional papers only is an effort to put student in the role of decision maker and to foster thinking and implementation of creative and innovative solutions to the various management issues before. To expand the horizon of electives in tune with contemporary business environment in India three optional subjects have been newly introduced in present program are International Business, Entrepreneurship Development and Hospitality Management.

6. **Duration:** Two-Year Full Time

7. **Pattern:** 60:20:20 with CBCS

8. **Fee Structure:** As per Fee Regulating Authority, Govt. of Maharashtra

9. **Medium of Instruction:** English

10. **Structure of MBA Course:** 60:20:20 with CBCS



**MBA Part -I Semester-I**

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
1	CC 101	Indian Ethos & Management Concepts	4	20	60	20	100
2	CC102	Management Accounting	4	20	60	20	100
3	CC 103	Managerial Economics	4	20	60	20	100
4	CC 104	Information Technology for Management	4	20	60	20	100
5	CC 105	Legal and Business Environment	4	100	-	-	100
6	CC 106	Organizational Behaviour	4	20	60	20	100
7	SECC 107	Soft Skill Development (Internal)	4	20	60	20	100
8	SECC 108	Optional – A* (Internal)	2	50	-	-	50
<b>Total</b>			<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>

**MBA Part-I Semester-II**

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online/ Written MCQ	
9	CC 201	Marketing Management	4	20	60	20	100
10	CC 202	Financial Management	4	20	60	20	100
11	CC 203	Human Resource Management	4	20	60	20	100
12	CC 204	Operations Management	4	20	60	20	100
13	CC 205	Management Information System	4	20	60	20	100
14	CC 206	Research Methodology	4	20	60	20	100
15	AECC 207	Managerial Skills for Effectiveness (Internal)	4	100	-	-	100
16	SECC 208	Optional – B* (Internal)	2	50	-	-	50
<b>Total</b>			<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>





MBA. Part-II Semester-III

Paper No	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
17	CC 301	Strategic and Change Management	4	20	60	20	100
18	CC 302	Business Intelligence and Analytics	4	20	60	20	100
19	AECC 303	Project Report & Viva-Voce	4	50	50	--	100
20	DSC 304	Elective I- Paper-I	4	20	60	20	100
21	DSC 305	Elective-I Paper-II	4	20	60	20	100
22	DSC 306	Elective-II Paper-I	4	20	60	20	100
23	DSC 307	Elective-II Paper-II	4	20	60	20	100
24	SECC 308	Optional - C* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>230</b>	<b>350</b>	<b>120</b>	<b>700</b>

MBA. Part-II Semester-IV

Paper No.	Course Code	Subjects	Weekly	Internal Marks	Uni. Exam		Total Marks
					Written	Online /Written MCQ	
25	CC 401	Innovation and Entrepreneurship	4	20	60	20	100
26	CC 402	Startups and New Venture (Internal)	4	100	-	-	100
27	SECC 403	Employability Skill (Internal)	4	100	-	-	100
28	DSE 404	Elective I- Paper-III	4	20	60	20	100
29	DSE 405	Elective-I Paper-IV	4	20	60	20	100
30	DSE 406	Elective II- Paper-III	4	20	60	20	100
31	DSE 407	Elective-II Paper-IV	4	20	60	20	100
32	SECC 408	Optional - D* (Internal)	2	50	--	--	50
		<b>Total</b>	<b>30</b>	<b>280</b>	<b>300</b>	<b>120</b>	<b>700</b>





28 Heads, Total Marks – 2800 One theory lecture duration is 60 minutes. 112 credits program.

7 full time faculties as per revised AICTE directions

Sr.	Existing Electives**	Sr.	Additional Electives Offered**
1	Marketing Management	8	Hospitality Management
2	Human Resource Management	9	Entrepreneurship Development
3	Financial Management	10	International Business
4	Production Management		
5	IT & System Management		
6	Agriculture Business Management		
7	Textile Management		

Sr.	Optional A Paper - VIII	Sr.	Optional B Paper - XVI
I	Chh. Shivaji Maharaj -The Management Guru	I	Total Quality Management
II	Computerized Accounting	II	Negotiation Skills
III	Personality Development	III	Taxation
IV	Business Models	IV	E-Business
V	Constitution of India	V	Computer Applications for Business
VI	Creativity and Innovation	VI	Behavioural Finance
Sr.	Optional C Paper - XXIV	Sr.	Optional D Paper - XXXII
I	Corporate Social Responsibility	I	Corporate Finance
II	ERP/SAP	II	B2B Marketing
III	Business Analytics	III	Econometrics
IV	Labour Laws	IV	Organizational Development
V	Marketing Research	V	Sports Management
VI	Customer Relationship Management	VI	Logistic and Supply Cham Management

\* Optional papers are **TWO** unit credit courses which are assessed internally by respective institute. Optional courses are to be imparted by industrial experts, practitioners, consultants and professionals from business. Student has to opt for any one optional course offered per internal course and no university examination would be held for the same. **THIRTY** (30) hours of pedagogy excluding tutorials and examination would be the duration of one optional course. The evaluation of optional course is to be done by institute. Optional course is natured as internal course and no university examination would be held for the same. Institute has to design the examination of optional papers. The performance of student in optional course out of 50 marks has to be send to university with rest internal marks.

\*\*The electives selected by minimum 15 students will be taught by a faculty in a class. Rest of the students will prepare themselves for their selected module. However faculty will counsel them and complete their internal work as per module requirement. In case of electives selected less than 15 students, it is at the discretion of Head of the Institution to decide on the teaching and practical instructions.



Note: Bifurcation of 100 marks at University exam marks and Internal Marks:

Internal - Mid - term test*	10 Marks
Internal - Four (4) practical assignments given in syllabus (2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments. Submission of practical assignments is mandatory.	10 Marks
University Objective type examination	20 Marks
University Theory Examination (2 hours duration)	60 marks
Total	100 Marks

Faculty should motivate students for Seminars/Group Discussion/Mini Projects/Research work/Consultation along with Faculty.

#### Conduct of Mid-term test:

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test OPEN BOOK examination is proposed.
3. The examination would be of three hours for every course.
4. Decision-making oriented questions, case lets, exercise questions, practical problems would only be asked to solve.
5. Students are allowed to refer the books which are mentioned in the reference section of syllabus only of respective course. No other text material or book than mentioned in reference section is allowed.
6. Use of internet is strictly prohibited.
7. Use of any other resources apart from books mentioned in the reference section is strictly not allowed.

Open book examination is expected to foster reference taking, reasoning, thinking, decision making, problem solving, creativity and innovation. Applications of concepts in to problem solving, develop models, develop solutions, critical thinking, evaluate the situation, compute and interpret, plan for decisions and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

#### 11. Scheme of Teaching and Examination:

##### a) Scheme of Teaching

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks).

There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective institute.





b) **Scheme of Examination and Evaluation** Proposed from Academic Year 2019-2020

University written examination:	60 Marks
University Objective type examination:	20 Marks
Concurrent Institutional Evaluation:	20 Marks
a. Practical:	10 marks
b. Midterm open book examination:	10 marks

Question papers and answer papers should be only in English language.

1. University examination shall be of 60 marks written and 20 marks online/written examination multiple choice objective type, for each subject.

2. The nature of university examination question paper shall be as follows.

**Nature of Question paper and Scheme of marking**

**Nature of Question Paper: 60 Marks (For MBA-I and MBA II for compulsory papers only)**

(Note- Question No. 1 and 4 are compulsory. Attempt any one from Question No 2 and 3)

Q.1 Case Study	20 marks
Case Study, Exercise example, quantitative problems.	
Q.2 Decision making related Question/exercise/problem/case let/ etc.	20 marks
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.	
Q.3 a) } Descriptive answer question	
b) } Descriptive answer question	20 marks
Q.4 Short notes (any four out of six)	20 marks

**Online/written Objective type examination: 20 Marks**

20 objective type multiple answer would be asked to students online/written. Every question would have four multiple choice answers of which one answer is to be marked.

In the paper of Managerial Economics, Financial Management, Operations Management, Management Accounting, Research Methodology, Business Intelligence and Analytics, exercise example will also be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will also be asked.

AND

**OPEN BOOK Examination from Academic Year 2020-2021**

**Nature of Question Paper: 60 Marks (Only For MBA-II Sem -III and MBA-II Sem-IV Elective papers.)**

(Note- Question number one is compulsory and Attempt any two questions from Q.No. 2 to Q.No. 4)

Q.1 Case Study	20 marks
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Case Study, Exercise example, quantitative problems.

- Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks  
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus. This question is based on the practical's given in the syllabus under respective modules.
- Q.3 Decision making related Question/exercise/problem/case let/ etc. 20 marks
- Q.4 Decision making related Question/exercise/problem/case let/ etc. 20 marks

The objective type multiple choice online/written examinations of courses and the project Viva-Voce would be undertaken before the written final examination of Shivaji University, Kolhapur.





## 12. Standard of Passing:

There would be single head of passing. For university written examination, university online/written objective type examination and institution internal evaluation 50% of total marks have to be secured by student per course.

h. No class will be awarded to any part of examination.

## 13. Passing Rules:

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of Sem-I and Sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3rd Semester are allowed to continue for IV Semester as per above rule.
3. Students have to complete MBA program within 2+4 years from the date of admission.

## 14. Project Report:

Every student should go for in-plant training after the Semester- II examination. In-Plant training duration is of 50 days. The detailed description to undergo the project report is given in syllabus.

## 15. Credit system implementation: As per the University norms

### Credit Grade Points:

SR.No	Marks Obtained out of 100	Numerical Grade (grade Point)	CGPA	Letter Grade
1	Absent	0 (Zero)	-----	-----
2	0-49	0 (Zero)	0.0-4.99	F(Fail)
3	50-55	3	5.00-5.49	C
4	56-60	6	5.50-6.49	B
5	61-70	7	6.50-7.49	B+
6	71-80	8	7.50-8.49	A
7	81-90	9	8.50-9.49	A+
8	91-100	10	9.50-10.00	O (Outstanding)

1. Marks obtained  $\geq 0.5$  shall be rounded off to next higher digit.
2. The SGPA & CGPA shall be rounded off to 2 decimal points.

## 16. Teacher Qualification: As per AICTE norms prescribed time to time.

### 1. Equivalence in Accordance with Titles and contents of papers

Existing Subject	Equivalent Subjects
MBA Part-I Semester-I	MBA Part-I Semester-I



1	Principles & Practices of Management	Indian Ethos & Management Concepts
2	Management Accounting	.....
3	Quantitative Techniques for Management	Business Intelligence and Analytics
4	Managerial Economics	Managerial Economics
5	Information Technology for Management	Information Technology for Management
6	Business Communication	.....
7	Organizational Behaviour	Organizational Behaviour
8	Legal Framework of Business	Legal and Business Environment
9		Optional - A*
	MBA Part-I Semester-II	MBA Part-I Semester-II
10	Marketing Management	.....
11	Financial Management	Financial Management
12	Human Resource Management	Human Resource Management
13	Operations Management	Operations Management
14	Management Information System	Management Information System
15	Operation Research Techniques	Business Intelligence and Analytics
16	Research Methodology	Research Methodology
17	Business Environment	Legal and Business Environment
18		Optional - B*

w.e.f. Academic Year 2020-21 and onwards:

	Existing Subject	Equivalent Subjects
	MBA Part-II Semester-III	MBA Part-II Semester-III
19	Corporate Planning & Strategic Management	Strategic and Change Management
20	Project Report & Viva-Voce	Project Report & Viva-Voce
21	Elective I- Paper-I	
22	Elective-I Paper-II	Elective I- Paper-I
23	Elective-I Paper-III	Elective-I Paper-II
24	Elective-II Paper-I	Elective-II Paper-I
25	Elective-II Paper-II	Elective-II Paper-II
26	Elective-II Paper-III	.....
27		Optional - C*
	MBA Part-II Semester-IV	MBA Part-II Semester-III
28	Entrepreneurship Development	Innovation and Entrepreneurship
29	Management Control System	Startups and New Venture
30	Global Quality System	.....
31	International Business	Elective I- Paper-IV
32	Elective I- Paper-IV	Elective-I Paper-V
33	Elective-I Paper-V	Elective II- Paper-IV
34	Elective II- Paper-IV	Elective-II Paper-V
35	Elective-II Paper-V	.....
36		Optional - D*
	Total	





### 18. Staffing Pattern\*:

Staff Pattern:

Sr.	Posts	Subject Designated In	Number of Posts 60 Intake	Number of Posts 120 Intake	Number of Posts 180 Intake
1	Director	General Management	1	1	1
2	Professor	General Management	1	1	1
3	Associate Professor	Any Subject/Elective/Specialization	1	3	4
4	Assistant Professor	Any Subject/Elective/Specialization	4	8	12
	Totals Posts		7	13	18

**Recommended Cadre Ratio shall be 1:2:6 or better.**

(AICTE Approval Process Handbook 2018-2019 Page no. 112)

\* Staffing pattern is as per AICTE norms. Refer AICTE approval process handbook.

#### Note:

1. Senior faculty of Professor Grade should be appointed in General Management area. Post of Associate Professor and Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Production Management, Systems Management, Human Resource Management and Agriculture Business Management, Hospitality Management, Entrepreneurship Development and International Business as per the requirement of institute.
2. If college/institute wants to provide additional electives then additional faculty in respective area should be appointed for each additional elective before commencement of academic year, on the basis of recommended Cadre ratio of AICTE i.e. 1:2:6 or better. The university approval of appointment of such additional faculty should be taken.
3. The local enquiry committee has to examine the number of electives offered by the institute and the availability of approved teaching staff with respect to electives offered.
4. For fulfilling the workload as per norms of a faculty, concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

Division of Workload as per the revised syllabus of MBA

Sr.	Subjects	Workload
01	General Management	
	Indian Ethos & Management Concepts	4
	Managerial Economics	4
	Soft Skill Development (Internal)	4
	Legal and Business Environment	4
	Workload for Sem I	16
	Research Methodology	4
	Managerial Skills for Effectiveness (Internal)	4
	Workload for Sem II	8



	Strategic and Change Management	4
	Business Intelligence and Analytics	4
	Workload for Sem III	8
	Employability Skill (Internal)	4
	Workload for Sem IV	12
02	Marketing Management	
	Marketing Management	4
	Workload for Sem I	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
03	Human Resource Management	
	Organizational Behaviour	4
	Workload for Sem I	4
	Human Resource Management	4
	Workload for Sem II	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
04	Financial Management	
	Financial Management	
	Management Accounting	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
05	Production Management	
	Operations Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
06	IT & System Management	
	Information Technology for Management	
	Management Information System	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4





	Elective-I Paper-V	4
	Workload for Sem IV	8
07	Agriculture Business Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
08	Textile Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
09	Hospitality Management	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
10	Entrepreneurship Development	
	Innovation and Entrepreneurship	4
	Startups and New Venture	4
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8
11	International Business	
	Elective I- Paper-I	4
	Elective-I Paper-II	4
	Workload for Sem III	8
	Elective I- Paper-IV	4
	Elective-I Paper-V	4
	Workload for Sem IV	8

19. Special Instructions, if any.

**Additional Electives:** Additional Electives may be offered to the student successfully completed the MBA program of Shivaji University, Kolhapur only. The single additional elective or dual additional electives may be offered. Student has to appear only for offered elective papers and be exempted from the compulsory papers to take the instructions and for examination. Student has to attend regular classes to take instructions of additional offered elective by taking formal



admission to the institute paying prescribed tuition fees. Institute has to comply the formal eligibility process of the University. Attendance of student has to be observed as per university norms. Student has to submit the assignments and appear for midterm test as per university norms to secure internal credits and has to appear for university examination. The mark sheet of examination is to be offered by the university.

### C. Other Features:

#### Teacher's Training Program (MBA)

The faculty dealing with MBA program is from either of following.

1. Fresh MBA graduates from recognized management institute and continuing teaching to MBA program.
2. Senior faculty having some industrial background (presently not concerned with industry since last five years)
3. Senior faculty without any industrial exposure (faculty started their academic career and continuing till time.)
4. Person from industry joined academics after a break in carrier owing to personal issues.
5. Person from industry worked at senior level joined academics.

In aforementioned scenario only the last scenario has relatively good knowledge of contemporary industry otherwise rest first three categories presently does not have any industrial relevance. Scenario first and third creates worried picture.

Why the students of MBA does not imbibe with required skills which hinders employability, amongst many, one reason is their mentors lagging in skills. Why mentors lagging in skills, amongst many, one reason is they do not have industrial exposure.

The worried part of management education is; the person without business exposure teaches as to how to manage business.

Teachers' training is an effort to bridge this gap.

Every faculty dealing with MBA in Shivaji University, Kolhapur jurisdiction is appointed to teach for a specific functional area of management though it is general management, marketing management, financial management, human resource management, production management and the like.

Faculty irrespective of experience and educational qualification expected to undergo the teachers' training program of 10 days duration. Once in every two years the training has to be taken in respective field of functional area of management in an industry especially the unit where educational institution has signed a MoU. The unit where the training is to be imparted must be a medium scale unit (medium scale unit defined by Ministry of Industry, Government of India). The report appending certificate from the unit is to be submitted to the Director of the institute and the said would be forwarded to the university with due attestations of Director of the Institute.

Institute has to extent the duty leave for teacher's training and help teacher to find an organization to undergo training.

How teacher's training would help:

1. Helps to find the gaps between what one teaches and what industry expects.
2. Hands on experience in the field – it would help to relate theoretical concepts to observed phenomenon.
3. ASK – helps to build attitude, skills and enhances knowledge since theory fuses with practice.
4. Case study – faculty gets an opportunity to conduct a case study research and expected to publish a case study of the concern unit. (With prior permission of authorities of unit).





5. Wisdom – it would help to transform knowledge easily to the students.
6. Update with recent trends in respective functional area of management.

1. Library and Laboratory equipments

As per AICTE norms prescribed time to time.

**D. General Guidelines**

MOOCs and Swayam courses:

1. Any courses offered on MOOCs and Swayam of two credits are considered to be optional to two credit courses offered in the said syllabus under the heading Optional A, Optional B, Optional C and Optional D. The candidate has to intimate university through institute head regarding admission to MOOCs and or Swayam courses in the said academic year only. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.
2. The courses notified by the Board of Studies in Management time to time, offered on MOOCs and Swayam of four credits are considered to be optional to four credit internal courses offered in the said syllabus. The candidate has to intimate university through Institute head regarding admission to MOOCs and or Swayam courses in the said academic year only. Candidate has to produce documents of completion of course certified by Head of the Institution to university examination and evaluation authority for credit consideration.
3. The rules and regulations regarding Swayam and MOOCs courses extended by university authority time to time are to be applicable.







Estd. 1962  
NAAC 'A' Grade  
MHRD-NIRF-25<sup>th</sup> Rank

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दुरध्वनी : (०२३१/०२३२) २६०९००० (अग्रमार्ग संदर्भ विभाग - २६०९००४)  
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२१३३  
e-mail: [bo@shivajiuniv.ac.in](mailto:bo@shivajiuniv.ac.in) Website: [www.unishivaji.ac.in](http://www.unishivaji.ac.in)

Ref.No./SU/BOS/Commerce/MBA/3306

Date :20/07/2017

The Director, Department of Commerce ( M.B.A.) Shivaji University, Kolhapur	The Principal, All Affiliated Concerned Colleges (M.B.A.) Shivaji University, Kolhapur
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Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A.Part-II (Semester-III & IV) (CBCS) under the Faculty of Commerce & Management.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of Master of Business Administration Part-II (Semester-III & IV) (CBCS) under the Faculty of Commerce & Management.

This syllabi will be implemented from the academic year 2017-18 (i.e. from June 2017) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2017 & March/April-2018. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

*[Signature]*

Dy. Registrar

- |  |                 |
|--|-----------------|
| 1 Co-ordinator, Faculty of Commerce & Management       |                 |
| 2 Chairman, Co-ordinating Committee in Bus. Management | For information |
| 3 Appointment Section                                  | }               |
| 4 O.E.I Section  |                 |
| 5 Affiliation Section (P.G.)                           |                 |
| 6 Computer Centre                                      |                 |
| 7 P.G. Admission                                       |                 |
| 8 Meeting Section                                      |                 |
| 9 P.G.Seminar  |                 |
| 10 Eligibility Section                                 |                 |





**SHIVAJI UNIVERSITY, KOLHAPUR**  
Accredited By NAAC - A Grade  
**Faculty of Commerce**  
**Revised Syllabus of**  
**Master of Business Administration (M.B.A.)**  
**Part- II**  
**Sem. (III & IV)**  
**Choice Based Credit System - (CBCS)**  
**(Introduced from June 2017 and Onwards)**  
To be implemented from the academic year 2017-2018 onward

**1. Introduction:**

Considering the current requirement and present scenario of globalization and emerging trends in the Industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

**2. Objectives of the course:**

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

**3. Schedule of Teaching and Examination:**

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1<sup>st</sup> August to 15<sup>th</sup> November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1<sup>st</sup> January to 15<sup>th</sup> April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**4. Eligibility for Admission:**

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.





### 5. Intake of the Course: As per AICTE approval

#### Present syllabus

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in shifting in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise.

### 6. Structure of MBA Course: 80:20 with CBCS

#### MBA. Part-I Semester-I MBA. Part-I Semester-II

Paper No.	Subject	MBA. Part-I Semester-I				MBA. Part-I Semester-II					
		Weekly	Internal Marks	Unit Exam	Total Marks	Paper No.	Subject	Weekly	Internal Marks	Unit Exam	Total Marks
1	Principles & Practices of Management	4	20	80	100	9	Marketing Management	4	20	80	100
2	Management Accounting	4	20	80	100	10	Financial Management	4	20	80	100
3	Quantitative Techniques for Management	4	20	80	100	11	Human Resource Management	4	20	80	100
4	Managerial Economics	4	20	80	100	12	Operations Management	4	20	80	100
5	Information Technology for Management	4	20	80	100	13	Management Information System	4	20	80	100
6	Business Communication	4	20	80	100	14	Operation Research Techniques	4	20	80	100
7	Organizational Behaviour	4	20	80	100	15	Research Methodology	4	20	80	100
8	Legal Framework of Business	4	20	80	100	16	Business Environment	4	20	80	100
	<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>		<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>





From Academic Year 2017-18 and onwards.

MBA Part-II Semester-III

MBA Part-II Semester-IV

Paper No.	Subject	Weekly	Internal Marks	Uni. Exam	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam Marks	Total Marks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Project Report & Viva-Voce	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	International Business	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>		<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>

32 Heads, Total Marks – 3200

One theory lecture duration 60 minutes.

**Electives (Any TWO)-**

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management

**Note: Internal Marks:**

Mid – term test*	10 Marks
Four (4) practical assignments given in syllabus ( 2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments.	10 Marks
University Theory Examination (3 hours duration)	80 marks
<b>Total</b>	<b>100 Marks</b>



### Options to conduct Mid-term test:

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test **OPEN BOOK** examination is proposed. The examination would be of three hours for every course. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve. Students are allowed to refer secondary sources and discussion in groups. Use of internet is strictly prohibited. Four independent question papers would be prepared coded as A, B, C and D, as per roll number of student question papers would be distributed. (for roll number 1 code A question paper, 2-B, 3-C and for roll number 4 code D question paper and again for 5 code A question paper would be given).

Open book examination is expected to foster reference taking, interpersonal discussion, group discussion, reasoning, logical thinking in groups, debating, leadership traits and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

### 8. Nature of Examination:

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Accounting for Managers, Mathematics & Statistics, Managerial economics, Financial Management, Operations Management, Operation Research Techniques, Research Methodology, Management Control System Exercise example will be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will be asked.

### Nature of Question Paper:

(Note- Question No. 1 and Q. No. 2 are compulsory. Attempt any two from Question No 3, 4 and 5)

Q.1 Case Study	20 marks
Case Study, Exercise example, quantitative problems.	
Q.2 Decision making related Question/exercise/problem/case let/ etc.	20 marks
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.	
Q.3 a) )	
b) )	20 marks
Q.4 a) )	
b) )	20 marks
Q.5 Short notes (any four out of six)	20 marks



**9. Standard of Passing**

- a. Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject
- b. Subject to the condition of pass at the course to the condition(c) only –
  - 50 % and above but less than 60 % - II Class
  - 60% and above but less than 70 % - I Class
  - 70 % and above -I Class with Distinction.
- c. No class will be awarded to any part of examination.

10. Credit system implementation - As per the University norms

**11. Passing rules-**

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 12 papers of sem-I and sem-II combine.
2. The students who have completed first semester are allowed to continue for second Semester and students who have completed 3<sup>rd</sup> Semester are allowed to continue for IV Semester as per above rule.

**12. Project Report :**

Every student should go for in-plant training after the Semester-II examination.  
In -Plant training duration is of 50 days.

13. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra





**Equivalence:  
M.B.A. Part-I Sem-I**

Paper No.	Pre-revised	Paper No.	Revised
1	Principles and Practices of Management	1	Principles and Practices of Management
2	Accounting for Managers	2	Management Accounting
3	Mathematics And Statistics For Management	3	Quantitative Techniques for Management
4	Managerial Economics	4	Managerial Economics
5	Information Technology for Management	5	Information Technology for Management
6	Business Communication	6	Business Communication
7	Organizational Behaviour	7	Organizational Behaviour
8	Legal Framework of Business	8	Legal Framework of Business

**M.B.A. Part-I Sem-II**

Paper No.	Pre-revised	Paper No.	Revised
9	Marketing Management	9	Marketing Management
10	Financial Management	10	Financial Management
11	Human Resource Management	11	Human Resource Management
12	Operations Management	12	Operations Management
13	Management Information System	13	Management Information System
14	Operation Research Techniques	14	Operation Research Techniques
15	Research Methodology	15	Research Methodology
16	Business Environment	16	Business Environment

14. **Teacher Qualification:** As per AICTE norms prescribed time to time.

14. **Staffing Pattern:**

NORMS FOR MBA COURSE FOR THE APPOINTMENT OF TEACHING STAFF  
Division of workloads as per the revised syllabi of MBA two years full time course

Sr. No.	Subjects	Work Load	Total Annual Workload	Weekly workload
01	<b>General Management</b>			
	Principles & practices of Management (Compulsory Sem-I)	4		
	Communication Skills (Compulsory Sem-I)	4		
	Managerial Economics (Compulsory Sem-I)	4		
	Legal Framework of Business (Compulsory Sem-I)	4		
	Corporate Planning and Strategic Management (Compulsory Sem-III)	4		
	Business Ethics (Compulsory Sem-III)	4		
	<b>Total workload (Sem-I &amp; Sem-III)</b>	<b>24</b>		



	Research Methodology (Compulsory Sem-II)	4		
	Business Environment (Compulsory Sem-II)	4		
	Entrepreneurship Development (Compulsory Sem-IV)	4		
	Management Control System (Compulsory Sem-IV)	4		
	Global Quality System (Compulsory Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload (Sem-II &amp; Sem-IV)</b>	24	48	24
02	<b>Marketing Management</b>			
	Contemporary Issues in Marketing (Elective Sem-III)	4		
	Buying Behavior and Brand Management (Elective Sem-III)	4		
	Marketing Strategy and CRM (Elective Sem-III)	4		
	<b>Total workload of Sem-III</b>	12		
	Marketing Management (Compulsory Sem-II)	4		
	Sales Management and Advertising Management (Elective Sem-IV)	4		
	Retail and Rural marketing (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload of Sem-II &amp; Sem-IV</b>	16	28	14
03	<b>Financial Management</b>			
	Management Accounting (Compulsory Sem-I)	4		
	Indian Financial System (Elective Sem-III)	4		
	Financial Decision Analysis (Elective Sem-III)	4		
	Project Planning and working Capital Management (Elective Sem-III)	4		
	<b>Total workload of Sem-I &amp; Sem-III</b>	16		
	Financial Management (Compulsory Sem-II)	4		
	Investment Management (Elective Sem-IV)	4		
	International Finance (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload of Sem-II &amp; Sem-IV</b>	16	32	16



04	<b>Human Resource Management</b>			
	Organisational Behavior (Compulsory Sem-I)	4		
	Human Resource Planning And Procurement (Elective Sem-III)	4		
	Human Resource Development (Elective Sem-III)	4		
	Employee Remuneration (Elective Sem-II)	4		
	<b>Total workload (Sem-I &amp; Sem-III)</b>	16		
	Human Resource Management (Compulsory Sem-II)	4		
	Employee Relations and Labour Laws (Elective Sem-IV)	4		
	Strategic HRM and International Perspective (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload of Sem-II &amp; Sem-IV</b>	16	32	16
05	<b>Production Management</b>			
	Applied Statistics for Management (Compulsory Sem-I)	4		
	Operations Management Strategies (Elective Sem-III)	4		
	Production Planning and Control (Elective Sem-III)	4		
	Materials and Inventory Management (Elective Sem-III)	4		
	<b>Total workload of Sem-I &amp; Sem-III</b>	16		
	Operations Management (Compulsory Sem-II)	4		
	Operation Research Techniques (Compulsory Sem-II)	4		
	Global Operations & Logistics (Elective Sem-IV)	4		
	World Class Production Management (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload of Sem-II &amp; Sem-IV</b>	20	36	18
06	<b>System Management</b>			
	Information Technology For Management (Compulsory Sem-I)	4		
	Strategic Information System Management (Elective Sem-III)	4		
	Information System Audit and Security (Elective Sem-III)	4		
	Software Project Management (Elective Sem-III)	4		
	<b>Total workload (Sem-I &amp; Sem-III)</b>	16		
	Management Information System (Compulsory Sem-II)	4		
	Business Process Re-Engineering (Elective Sem-IV)	4		
	Knowledge Management (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload Sem-II &amp; Sem-IV</b>	16	32	16





07	<b>Agriculture &amp; Co-operative Mgt.</b>			
	Agri-Business Management (Elective Sem-III)	4		
	Agricultural Marketing (Elective Sem-III)	4		
	Agripreneurship And Project Management (Elective Sem-III)	4		
	<b>Total workload of Sem-III</b>	12		
	International Trade in Agriculture (Elective Sem-IV)	4		
	Agri-Business Finance Management (Elective Sem-IV)	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload of Sem-IV</b>	12	24	12
08	<b>Textile Management</b>			
	Textile Product and Processes (Elective Sem-III)	4		
	Textile Markets : Domestic and International (Elective Sem-III)	4		
	Textile Industry in India (Elective Sem-III)	4		
	<b>Total workload of Sem-III</b>	12		
	Textile Project Planning And Management	4		
	Fashion Industry	4		
	Project Report (Compulsory Sem-IV)	4		
	<b>Total workload of Sem-IV</b>	12	24	12
	<b>Total Course Workload of all Electives</b>	--	256	128

- Eight faculty workload - 108 per week
- Additional electives workload - 20 per week
- Total course workload - 128 per week

TENTATIVE FACULTIES BREAK UP of one division (i.e.60 intakes)

Sl. No.	Designation	Subject	Number of Posts	Workload per week as per AICTE Norms	Total workloads
1	Director / Professor	General Management	01	04	04
2	Assistant Professor	<ul style="list-style-type: none"> <li>• General Management</li> <li>• Functional Area of Management (Marketing Mngt., Financial Mngt., Production Mngt., Systems Mngt.)</li> </ul> (Assistant Professor in Functional area of Management is as per Institutes requirement)	02	10-12	24
3	Lecturer	<ul style="list-style-type: none"> <li>• Marketing Management</li> <li>• Financial Management</li> <li>• Production Management</li> <li>• Systems Management</li> <li>• Human Resource Management</li> <li>• Agriculture and Co-operative Management</li> <li>• Textile Management</li> </ul>	05	14-16	80
		<b>Total workload of one division i.e. 60 intake of above first five electives</b>	<b>8</b>	<b>--</b>	<b>108</b>



## Note:

1. There are five posts of lectures for above five elective area of management. The post of lecturer is allotted to each subject electives except the subject in which the post of assistant professors is filled.
2. College / institute may provide any five above electives for eight full time faculties (1+2+5). If college/institute wants to provide additional electives such as Agriculture & Co-operative Management and Textile Management, then additional faculty in respective area should be appointed for each additional elective before commencement of academic year.
3. Looking towards the workload of General Management Subject it seems relevant to allot a senior faculty of Assistant Professor Grade to General Management area. Another post of Assistant Professor should allot to any area of functional management i.e. Marketing Management, Financial Management, Production Management, Systems Management, Human Resource Management and Agriculture and Co-operative Management as per the requirement of institute.
4. The functional area of management in which the second post of assistant professor is allotted in the same functional area of management the post of lecturer should not be given and the rest areas of management should be considered on the post of lecturer.
5. For fulfilling the workload as per norms of a faculty, concerned head of the institute is at discretion to allot workload of other subjects than of the core area looking towards the competency of faculty.

## Staff pattern (for 60 intake)

Sr. No.	Designation	Subject	No. of Post
1.	Director	General Management	1
2.	Assistant Professor	General Management	1
3.	Assistant Professor	Functional Area of Management	1
4.	Lecturer	Financial Management	1
5.	Lecturer	Marketing Management	1
6.	Lecturer	Human Resource Management	1
7.	Lecturer	Systems Management	1
8.	Lecturer	Production Management	1
9.	Lecturer	Agriculture and Co-operative Management	1
10.	Lecturer	Textile Management	1

## JUSTIFICATION OF CALCULATION OF NUMBER OF TEACHING STAFF

<http://www.aicte.gov.in/appform1.htm>

Approval Process Handbook (2008-2009)- Part-I

<http://www.aicte.gov.in/download/aph.pdf>, 11.07.09, 1215 hrs. Page no.62 point 14.6, reads following table regarding full time faculty appointment at MBA.



## 14.6 Full Time FACULTY (appointed)

Sr. No.	Class	Director	No. of professors	No. Of A.P	No. of Lecturers	Total	No. of Technical Supporting Staff
5	MBA/PGDM or MCA	1	p	AP	L	T	1 Lab Asst. Per Lab. + 2 Maintenance Staff

$$P = (\text{Approved Students Strength}) / [15x(1+2+6)] - 1$$

$$P1 = (\text{Approved Students Strength}) / [10x(1+2+6)] - 1$$

$$AP = 2x(\text{Approved Students Strength}) / [15x(1+2+6)]$$

$$AP1 = 2x(\text{Approved Students Strength}) / [10x(1+2+6)]$$

$$L = 6x(\text{Approved Students Strength}) / [15x(1+2+6)]$$

$$L1 = 6x(\text{Approved Students Strength}) / [10x(1+2+6)]$$

$$T = (\text{Approved Students Strength}) / 15$$

$$T1 = (\text{Approved Students Strength}) / 10$$

Calculations of teaching staff as per above directions for a single batch of 60 students intake comes to:

$$1. P = (\text{Approved Students Strength}) / [15x(1+2+6)] - 1$$

$$= 60 / [15x(1+2+6)] - 1$$

$$= 60 / (15x9) - 1$$

$$= 60 / 135 - 1$$

$$= 0.44 - 1$$

$$= -0.55$$

$$2. AP = 2x(\text{Approved Students Strength}) / [15x(1+2+6)]$$

$$= 2x120 / 135$$

$$= 1.77$$

$$3. L = 6x(\text{Approved Students Strength}) / [15x(1+2+6)]$$

$$= 6x120 / 135$$

$$= 5.33$$

From above calculation -0.55 Professor, 1.77 Assistant Professors and 5.33 Lecturers are required.

To rounded up the figures to the nearest, no professor, 2 Assistant Professors and 5 Lectures are required as per stated norms. The total of faculty strength goes to 8 (1 Director + 2 Assistant Professor + 5 Lectures).

In the documents of AICTE and Handbook on AICTE states

Faculty cadre ratio = 1:2:6

It is colloquial practice to consider Director is equivalent to Professor. So One Professor, two Assistant Professor and five Lecturers.

And Teacher student ratio is 1:15 Now for a intake of one batch of 60 students total strength comes to 120. Applying ratio i.e. 120/15 comes to 8 faculties for one batch.

There finds contradiction in Faculty Cadre Ratio and Teacher Student ratio given by AICTE.

The information given above in tabulation and Teacher student ratio matches.

Hence, one director, two assistant professors and five lecturers posts (total strength of teaching staff is 8) for one batch (120 students i.e. 60 students of first year and 60 students of second year) should filled in by instituit running full time MBA AICTE approved program.







Estd. 1962  
NAAC 'A' Grade  
MIRDS-NIRF-28<sup>th</sup> Rank

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दूरधनी (एपीएबीएक्स) २६०९००० (फॅक्स नंबर्स) २६९१५३३-२६९२३३३  
फोन : ००९१-०२३१-२६९१५३३ व २६९२३३३  
ई-मेल : bos@unishivaji.ac.in Web-site : www.unishivaji.ac.in

Ref.No./SU/BOS/Commerce/MBA/ 4205

Date 06-08-2016

The Director, Department of Commerce ( M.B.A.) Shivaji University, Kolhapur	The Principal, All Affiliated M.B.A. Colleges Shivaji University, Kolhapur
--	--

Subject: Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A. Part-I (Semester-I & II) under the Faculty of Commerce

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of Master of Business Administration Part-I (Semester-I & II) under the Faculty of Commerce.

This syllabi will be implemented from the academic year 2016-17 (i.e. from June 2016) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in)

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in Oct/Nov-2016 & March/April-2017. These two chances are available for repeater students, if any.

You are, therefore requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Sd/-  
Dy. Registrar

Copy to:-

- |   |   |                                     |
|---|---|-------------------------------------|
| 1 Co-ordinator, Faculty of Commerce                       | } | For information                     |
| 2 Charman, Co-ordinating Committee in Business Management |   |                                     |
| 3 Appointment Section                                     | } | For information & necessary action. |
| 4 O.E.I Section   |   |                                     |
| 5 Affiliation Section (P.G.)                              |   |                                     |
| 6 Computer Centre   |   |                                     |
| 7 P.G. Admission  |   |                                     |
| 8 Meeting Section   |   |                                     |
| 9 P.G.Seminar   |   |                                     |
| 10 Eligibility Section                                    |   |                                     |





**SHIVAJI UNIVERSITY, KOLHAPUR**  
**Faculty of Commerce**  
**Revised Syllabus of**  
**Master of Business Administration (M.B.A.)**  
**Choice Based Credit System - (CBCS)**  
**(Introduced from June 2016 and Onwards)**

To be implemented from the academic year 2016-2017 onward

**1. Introduction:**

Considering the current requirement and present scenario of globalization and emerging trends in the industry, Information Technology, there is need to make students aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

**2. Objectives of the course:**

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

**3. Schedule of Teaching and Examination:**

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1<sup>st</sup> August to 15<sup>th</sup> November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1<sup>st</sup> January to 15<sup>th</sup> April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

**4. Eligibility for Admission:**

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the UGC.
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

**5. Intake of the Course: As per AICTE approval**

**Present Syllabus:**

Present syllabus is introduced with a view to impart practical aspects of subjects offered to learn in MBA program. Every unit in syllabus is supplemented with a practical to make students understand the theoretical concept under study. The practical is expected to enhance communication skills, leadership skills, interpersonal skills, professional mannerism since students are regularly in touch with business organizations and people in society for data collected, discussions, learning and seeking opinions. The practical's also aims to enhance research aptitude of student which may help to imbibe analytical skills, logical reasoning and presentation skills. The entire effort of introducing practical's is to change thinking of students from examination oriented learning to decision making orientation learning in an effort to shape ready decision maker executive and entrepreneur. To bring in stirring in students thinking towards decision making learning the nature of question paper has also been changed and 50% weightage is given in examination for decision making oriented questions or exercise.





6. Structure of MBA Course: 80:20 with CBCS

MBA Part-I Semester-I					MBA Part-I Semester-II						
Paper No.	Subject	Weekly	Internal Marks	Un. Exam	Total Marks	Paper No.	Subject	Weekly	Internal Marks	Un. Exam	Total Marks
1	Principles & Practices of Management	4	20	80	100	9	Marketing Management	4	20	80	100
2	Accounting for Managers	4	20	80	100	10	Financial Management	4	20	80	100
3	Quantitative Techniques for Management	4	20	80	100	11	Human Resource Management	4	20	80	100
4	Managerial Economics	4	20	80	100	12	Operations Management	4	20	80	100
5	Information Technology for Management	4	20	80	100	13	Management Information System	4	20	80	100
6	Business Communication	4	20	80	100	14	Operation Research Techniques	4	20	80	100
7	Organizational Behaviour	4	20	80	100	15	Research Methodology	4	20	80	100
8	Legal Framework of Business	4	20	80	100	16	Business Environment	4	20	80	100
	<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>		<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>

From Academic Year 2017-18 and onwards.

MBA Part-II Semester-III					MBA Part-II Semester-IV						
Paper No.	Subject	Weekly	Internal Marks	Un. Exam	Total Marks	Paper No.	Subject	Weekly	Internal Marks	Un. Exam	Total Marks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Project Report & Viva-Voc	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	International Business	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>		<b>Total</b>	<b>32</b>	<b>160</b>	<b>640</b>	<b>800</b>

32 Honds, Total Marks - 3200

Our theory lecture duration 60 minutes.

**Electives (Any TWO)-**

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agriculture Business Management
7. Textile Management





**Note: Internal Marks:**

Mid-term test*	10 Marks
Four (4) practical assignments given in syllabus (2.5 Marks to each practical assignment) It is the discretion to respective faculty regarding nature of submission of practical assignments.	10 Marks
University Theory Examination (3 hours duration)	80 marks
Total	100 Marks

**\*Mid-term test:**

1. Midterm test is to be conducted at the end of every semester by institute.
2. For midterm test **OPEN BOOK** examination is proposed. The examination would be of three hours for every course. Decision making oriented questions, case lets, exercise questions, practical problems would only be asked to solve. Students are allowed to refer secondary sources and discussion in groups. Use of internet is strictly prohibited. Four independent question papers would be prepared coded as A, B, C and D. as per roll number of student question papers would be distributed (for roll number 1 code A question paper, 2-B, 3-C and for roll number 4 code D question paper and again for 5 code A question paper would be given).

Open book examination is expected to foster skills like, reference taking, interpersonal discussion, group discussion, reasoning, logical thinking in groups, debating, leadership traits and the like.

The records of internal practical assignments and midterm test of every student should be maintained at institute which is subject to verify by university authority.

**S. Nature of Examination:**

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Accounting for Managers, Quantitative Techniques for Management, Managerial Economics, Financial Management, Operations Management, Operation Research Techniques, Research Methodology, Management Control System Exercise example will be asked. Besides this the specialization area viz. Financial Management, IT & System Management, exercise example will be asked.

**Nature of Question Paper:**

(Note- Question No. 1 and Q. No. 2 are compulsory. Attempt any two from Question No 3, 4 and 5)

- Q.1 Case Study 20 marks  
Case Study, Exercise example, quantitative problems.
- Q.2 Decision making related Question/exercise/problem/case let/ etc. 20 marks  
Questions or exercise problems to check the decision making ability of student on the basis of contents of syllabus.
- Q.3 a) }  
b) } 20 marks
- Q.4 a) }  
b) } 20 marks
- Q.5 Short notes (any four out of six) 20 marks



**Equivalence:****M.B.A. Part-I Sem-I**

Paper No.	Pre-revised	Paper No.	Revised
1	Principles and Practices of Management	1	Principles and Practices of Management
2	Accounting for Managers	2	Accounting for Managers
3	Mathematics And Statistics For Management	3	Quantitative Techniques for Management
4	Managerial Economics	4	Managerial Economics
5	Information Technology for Management	5	Information Technology for Management
6	Business Communication	6	Business Communication
7	Organizational Behaviour	7	Organizational Behaviour
8	Legal Framework of Business	8	Legal Framework of Business

**M.B.A. Part-I Sem-II**

Paper No.	Pre-revised	Paper No.	Revised
9	Marketing Management	9	Marketing Management
10	Financial Management	10	Financial Management
11	Human Resource Management	11	Human Resource Management
12	Operations Management	12	Operations Management
13	Management Information System	13	Management Information System
14	Operation Research Techniques	14	Operation Research Techniques
15	Research Methodology	15	Research Methodology
16	Business Environment	16	Business Environment



# Time Table





**2021-22**



Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2021-2022 MBA-I (SEM-I)

WITH EFFECT FROM 01/12/2021

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	L&BE	L&BE	SSD	ME	ITM	ITM
11.15-12.15 pm	SSD	OB	OB	IE&MC	IE&MC	ME
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	IE&MC	ME	ITM	MA	MA	OB
2.00-3.00 pm	L&BE	MA	ME	L&BE	OB	IE&MC
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	PD	ITM	PD	SSD	SSD	MA
4.15-5.15 pm	-	-	-	PD	PD	-

OB	:- Dr. S. B. Wadkar
L&BE	:- Adv. D. D. Patil
IE&MC	:- Prof. A. S. Patil
MA	:- Dr. P. B. Lupane
ME	:- Dr. A. M. Kharat
ITM	:- Prof. R. L. Chitnis
SSD	:- Prof. Miss. S.V.Tibe
PD	:- Dr. P. B. Lupane

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



  
V.G. DIRECTOR  
Venkateshwara Institute of Management  
Peth, Tal. Walva, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

**TIME TABLE 2021-2022 MBA-II (SEM-III)**

WITH EFFECT FROM 01/11/2021

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	S&CM	S&CM	BI&I	BI&I	HRM2/PM2	MM1/IT&SM1
11.15-12.15 pm	BI&A	BI&I	S&CM	S&CM	FM1/ABM1	HRM1/PM1
12.15-1.00 pm	<b>LUNCH BREAK</b>					
1.00-2.00 pm	HRM2/PM2	HRM2/PM2	FM2/ABM2	MM2/IT&SM2	HRM1/PM1	FM1/ABM1
2.00-3.00 pm	FM2/ABM2	FM1/ABM1	MM1/IT&SM1	HRM1/PM1	MM2/IT&SM2	FM2/ABM2
3.00-3.15 pm	<b>TEA BREAK</b>					
3.15-4.15 pm	HRM1/PM1	MM1/IT&SM1	FM1/ABM1	HRM2/PM2	FM2/ABM2	MM2/IT&SM2
4.15-5.15 pm	CSR	CSR	MM2/IT&SM2	CRM	MM1/IT&SM1	CRM

S&CM	: - Dr. S. B. Wadkar
BI&A	: - Dr. S. R. Desai
FM1	: - Prof. Miss. S.V.Tibe
FM2	: - Dr. P. B. Lapane
MM1	: - Dr. A. M. Kharat
MM2	: - Dr. S. B. Wadkar
HRM1	: - Prof. A. S. Patil
HRM2	: - Prof. R. L. Chitnis
PM1	: - Prof. S. S. Lande
PM2	: - Prof. S. S. Lande
ABM1	: - Prof. V. K. Patil
ABM2	: - Prof. V. K. Patil
IT&SM1	: - Prof. S. R. Kadam
IT&SM2	: - Prof. S. R. Kadam
CRM	: - Prof. Miss. S.V.Tibe
CSR	: - Prof. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



*S.B.*  
**VC DIRECTOR**  
 Venkateshwara Institute of Management,  
 Petb, Tal. Wadwa, Dist. Sangli.



## Venkateshwara Institute of Management (M.B.A.)

### TIME TABLE 2021-2022 MBA-I (SEM-II)

WITH EFFECT FRPM 01/04/2022

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MM	MM	MIS	HRM	OM	MIS
11.15-12.15 pm	HRM	FM	FM	FM	MIS	HRM
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	MSF	MSF	NS	NS	MM	OM
2.00-3.00 pm	OM	HRM	RM	OM	RM	RM
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	RM	MIS	MM	MSF	MSF	FM
4.15-5.15 pm	-	-	-	-	-	-

MM	:-Dr. S. B. Wadkar
HRM	:-Prof. A. S. Patil
FM	:- Prof. Miss. S.V.Tibe
MIS	:- Prof. R. L. Chitnis
RM	:- Prof. Miss. V.D. Patil
OM	:- Dr. A. M. Kharat
MSF	:- Dr. A. M. Kharat
NS	:- Prof. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



  
**UC DIRECTOR**  
 Venkateshwara Institute of Management  
 Path, Tel. Welva, Dist. Sangli.

## Venkateshwara Institute of Management (M.B.A.)

### TIME TABLE 2021-2022MBA-II (SEM-IV)

WITH EFFECT FRPM 01/03/2022

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	ES	HRM2/PM2	ES	FM1/ABM1	HRM2/ PM2	I&E
11.15-12.15 pm	HRM1/ PM1	MM1 /IT&SM2	MM1/IT&SM1	MM2/IT&SM2	FM1/ABM1	S&NV
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	MM1/IT&SM1	MM2/IT&SM2	FM2/ABM2	FM2/ABM2	I&E	FM2/ABM2
2.00-3.00 pm	MM2/IT&SM2	HRM1/ PM1	I&E	S&NV	S&NV	MM1/IT&SM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	S&NV	OD	I&E	HRM2/ PM2	HRM1/ PM1	HRM2/ FM1
4.15-5.15 pm	FM1/ABM1	ES	HRM1/ MM2	OD	FM2/ABM2	ES

I&E	: - Dr. S. B. Wadkar
S&NV	: - Prof. Miss. V.D. Patil
ES	: - Prof. Miss. V.D. Patil
FM1	: - Dr. A. M. Kharat
FM2	: - Miss. S.V. Tibe
MM1	: - Mr. A. S. Patil
MM2	: - Dr. S. B. Wadkar
HRM1	: - Miss. S.V. Tibe
HRM2	: - Mr. R. L. Chitnis
IT&SM1	: - Prof. S. R. Kadam
IT&SM2	: - Prof. S. R. Kadam
PM1	: - Prof. S. S. Lande
PM2	: - Prof. S. S. Lande
ABM1	: - Prof. V. K. Patil
ABM2	: - Prof. V. K. Patil
OD	: - Mr. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



*S.B.*  
**INC DIRECTOR**  
 Venkateshwara Institute of Management  
 Patil, Tel. Vidya, Dist. Barga.

**2020-21**





Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2020-2021 MBA-I (SEM-I)

WITH EFFECT FROM 01/01/2021

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	L&BE	L&BE	SSD	ME	ITM	ITM
11.15-12.15 pm	SSD	OB	OB	IE&MC	IE&MC	ME
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	IE&MC	ME	ITM	MA	MA	OB
2.00-3.00 pm	L&BE	MA	ME	L&BE	OB	IE&MC
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	PD	ITM	PD	SSD	SSD	MA
4.15-5.15 pm	-	-	-	PD	PD	-

OB :- Dr. S. B. Wadkar  
L&BE :- Adv. D. D. Patil  
IE&MC :- Prof. A. S. Patil  
MA :- Dr. P. B. Lupane  
ME :- Dr. A. M. Kharat  
ITM :- Prof. R. L. Chitnis  
SSD :- Prof. Miss. S.V.Tibe  
PD :- Dr. P. B. Lupane

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



**VC DIRECTOR**  
Venkateshwara Institute of Management  
Path, Tal. Waira, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's  
**Venkateshwara Institute of Management (M.B.A.)**  
TIME TABLE 2020-2021 MBA-II (SEM-III)  
 WITH EFFECT FROM 01/09/2020

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	S&CM	S&CM	BI&I	BI&I	HRM2/PM2	MM1/IT&SM1
11.15-12.15 pm	BI&A	BI&I	S&CM	S&CM	FM1/ABM1	HRM1/PM1
12.15-1.00 pm	<b>LUNCH BREAK</b>					
1.00-2.00 pm	HRM2/PM2	HRM2/PM2	FM2/ABM2	MM2/IT&SM2	HRM1/PM1	FM1/ABM1
2.00-3.00 pm	FM2/ABM2	FM1/ABM1	MM1/IT&SM1	HRM1/PM1	MM2/IT&SM2	FM2/ABM2
3.00-3.15 pm	<b>TEA BREAK</b>					
3.15-4.15 pm	HRM1/PM1	MM1/IT&SM1	FM1/ABM1	HRM2/PM2	FM2/ABM2	MM2/IT&SM2
4.15-5.15 pm	CSR	CSR	MM2/IT&SM2	CRM	MM1/IT&SM1	CRM

S&CM	: - Dr. S. B. Wadkar
BI&A	: - Dr. S. R. Desai
FM1	: - Prof. Miss. S.V.Tibe
FM2	: - Dr. P. B. Lupane
MM1	: - Dr. A. M. Kharat
MM2	: - Dr. S. B. Wadkar
HRM1	: - Prof. A. S. Patil
HRM2	: - Prof. R. L. Chitnis
PM1	: - Prof. S. S. Lande
PM2	: - Prof. S. S. Lande
ABM1	: - Prof. V. K. Patil
ABM2	: - Prof. V. K. Patil
IT&SM1	: - Prof. S. R. Kadam
IT&SM2	: - Prof. S. R. Kadam
CRM	: - Prof. Miss. S.V.Tibe
CSR	: - Prof. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



**VC DIRECTOR**  
 Venkateshwara Institute of Management  
 Patil, Tal. Wadgaon, Dist. Solapur.

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2020-2021 MBA-I (SEM-II)

WITH EFFECT FRPM 01/05/2021

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MM	MM	MIS	HRM	OM	MIS
11.15-12.15 pm	HRM	FM	FM	FM	MIS	HRM
12.15-1.00 pm	<b>LUNCH BREAK</b>					
1.00-2.00 pm	MSF	MSF	NS	NS	MM	OM
2.00-3.00 pm	OM	HRM	RM	OM	RM	RM
3.00-3.15 pm	<b>TEA BREAK</b>					
3.15-4.15 pm	RM	MIS	MM	MSF	MSF	FM
4.15-5.15 pm	-	-	-	-	-	-

MM	:-Dr. S. B. Wadkar
HRM	:- Prof. A. S. Patil
FM	:-Prof. Miss. S.V.Tibe
MIS	:- Prof. R. L. Chitnis
RM	:- Dr. P. B. Lupane
OM	:-Dr. A. M. Kharat
MSF	:- Dr. A. M. Kharat
NS	:-Prof. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



  
 Venkateshwara Institute of Management  
 Peth, Tal. Waha, Dist. Solapur



## Venkateshwara Institute of Management (M.B.A.)

### TIME TABLE 2020-2021MBA-II (SEM-IV)

WITH EFFECT FRPM 01/03/2021

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	ES	HRM2/PM2	ES	FM1/ABM1	HRM2/ PM2	I&E
11.15-12.15 pm	HRM1/ PM1	MM1/IT&SM2	MM1/IT&SM1	MM2/IT&SM2	FM1/ABM1	S&NV
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	MM1/IT&SM1	MM2/IT&SM2	FM2/ABM2	FM2/ABM2	I&E	FM2/ABM2
2.00-3.00 pm	MM2/IT&SM2	HRM1/ PM1	I&E	S&NV	S&NV	MM1/IT&SM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	S&NV	OD	I&E	HRM2/ PM2	HRM1/ PM1	HRM2/PM1
4.15-5.15 pm	FM1/ABM1	ES	HRM1/ MM2	OD	FM2/ABM2	ES

I&E	:- Dr. S. B. Wadkar
S&NV	:- Dr. P. B. Lupane
ES	:- Dr. P. B. Lupane
FM1	:- Dr. A. M. Kharat
FM2	:- Miss. S.V.Tibe
MM1	:- Mr. A. S. Patil
MM2	:- Dr. S. B. Wadkar
HRM1	:- Miss. S.V.Tibe
HRM2	:- Mr. R. L. Chitnis
IT&SM1	:- Prof. S. R. Kadam
IT&SM2	:- Prof. S. R. Kadam
PM1	:- Prof. S. S. Lande
PM2	:- Prof. S. S. Lande
ABM1	:- Prof. V. K. Patil
ABM2	:- Prof. V. K. Patil
OD	:- Mr. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. S. B. Wadkar



**IC DIRECTOR**  
Venkateshwara Institute of Management  
Post, Tal. Wahn, Dist. Sangli.

**2019-20**



Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2019-2020 MBA-I (SEM-I)

WITH EFFECT FROM 01/08/2019

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	L&BE	L&BE	SSD	ME	ITM	ITM
11.15-12.15 pm	SSD	OB	OB	IE&MC	IE&MC	ME
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	IE&MC	ME	ITM	MA	MA	OB
2.00-3.00 pm	L&BE	MA	ME	L&BE	OB	IE&MC
3.00-3.15 pm	TEA-BREAK					
3.15-4.15 pm	PD	ITM	PD	SSD	SSD	MA
4.15-5.15 pm				PD	PD	

OB :- Dr. S. B. Wadkar  
L&BE :- Adv. D. D. Patil  
IE&MC :- Prof. A. S. Patil  
MA :- Dr. P. B. Lupane  
ME :- Dr. A. M. Kharat  
ITM :- Prof. R. L. Chitnis  
SSD :- Prof. Miss. S.V.Tibe  
PD :- Dr. P. B. Lupane

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



P. V. Katti  
DIRECTOR

Venkateshwara Institute of Management  
Patna, Bihar, India



Shri Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

TIME TABLE 2019-2020 MBA-II (SEM-III)  
 WITH EFFECT FROM 01/08/2019

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	CPSM	FM2/PM2	CPSM	MM3/ABM3	HRM3	FM1/PM1
11.15-12.15 pm	HRM1/PM3	HRM1/PM3	HRM2	HRM2	MM3/ABM3	MM2/ABM2
12.15-1.00 pm	<b>LUNCH BREAK</b>					
1.00-2.00 pm	FM1/PM1	FM3	MM1/ABM1	FM1/PM1	HRM2/ABM2	FM2/PM2
2.00-3.00 pm	FM3	HRM3	FM3	HRM1/PM3	MM2	MM1/ABM2
3.00-3.15 pm	<b>TEA BREAK</b>					
3.15-4.15 pm	MM1/ABM1	MM1/ABM1	MM3/ABM3	FM2/PM2	CPSM	HRM3
4.15-5.15 pm	FM2	FM1/MM2	FM3/HRM3	CPSM	MM1/HRM1	MM3/HRM2

CPSM	:- Dr. S. B. Wadkar
FM1	:- Prof. Miss. S.V. Tibe
FM2	:- Dr. A. M. Kharat
FM3	:- Prof. P. B. Lupane
MM1	:- Dr. A. M. Kharat
MM2	:- Dr. S. B. Wadkar
MM3	:- Prof. Miss. S.V. Tibe
HRM1	:- Prof. A. S. Patil
HRM2	:- Prof. R. L. Chitnis
HRM3	:- Prof. A. S. Patil
PM1	:- Prof. S. S. Lande
PM2	:- Prof. S. S. Lande
PM3	:- Prof. S. S. Lande
ABM1	:- Prof. V. K. Patil
ABM2	:- Prof. V. K. Patil
ABM3	:- Prof. V. K. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K. Katti*  
**DIRECTOR**  
 Venkateshwara Institute of Management  
 Petn, Tal. K. S. Dist. Solapur, Maharashtra

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2019-2020 MBA-I (SEM-II)

WITH EFFECT FROM 07/01/2020

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MM	MM	MIS	HRM	OM	MIS
11.15-12.15 pm	HRM	FM	FM	FM	MIS	HRM
12.15-1.00 pm	<b>LUNCH BREAK</b>					
1.00-2.00 pm	MSF	MSF	NS	NS	MM	OM
2.00-3.00 pm	OM	HRM	RM	OM	RM	RM
3.00-3.15 pm	<b>TEA BREAK</b>					
3.15-4.15 pm	RM	MIS	MM	MSF	MSF	FM
4.15-5.15 pm	-	-	-	-	-	-

MM	:-Dr. S. B. Wadkar
HRM	:- Prof. A. S. Patil
FM	:-Prof. Miss. S.V.Tibe
MIS	:- Prof. R. L. Chitnis
RM	:- Dr. P. B. Lupane
OM	:-Dr. A. M. Kharat
MSF	:-Dr. A. M. Kharat
NS	:-Prof. A. S. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P. K. Katti*  
**DIRECTOR**  
 Venkateshwara Institute of Management  
 Peth, Tal. Vajwa, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2019-2020 MBA-II (SEM-IV)

WITH EFFECT FROM 07/01/2020

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MCS	MCS	GQS	GQS	ED	ED
11.15-12.15 pm	HRM1	HRM1	MM1/ABM1	MM1/ABM1	GQS	GQS
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	ED	ED	HRM2	FM2/PM2	FM2/PM2	FM2/PM2
2.00-3.00 pm	IB	HR2	MM2/ABM2	IB	FM1/PM1	FM/PM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	MM2/ABM2	MM2/ABM2	MCS	MCS	IB	HRM1
4.15-5.15 pm	FM1/PM1	FM1/PM1	IB	FM2/PM2	MM1/ABM1	HR2

ED

IB

MCS

GQS

MM1

MM2

HRM1

HRM2

FM1

FM2

ABM1

ABM2

PM1

PM2

-Dr. S. B. Wadkar

-Prof. R. L. Chitnis

-Dr. P. B. Lupane

-Dr. P. B. Lupane

-Prof. A. S. Patil

-Dr. S. B. Wadkar

-Prof. R. L. Chitnis

-Prof. Miss. S.V.Tibe

-Dr. A. M. Kharat

-Dr. P. B. Lupane

-Prof. V. K. Patil

-Prof. V. K. Patil

-Prof. S. S. Lande

-Prof. S. S. Lande

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



P.K. Katti  
DIRECTOR

Venkateshwara Institute of Management  
Post, Tal. Venkat, Dist. Sangli



**2018-19**



## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2018-2019 MBA-I (SEM-I)

WITH EFFECT FROM 01/08/2018

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	PPM	ITM	BC	OB	ITM	BC
11.15-12.15 pm	STATISTICS	OB	STATISTICS	PPM	PPM	ITM
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	STATISTICS	ME	STATISTICS	AFM	OB	PPM
2.00-3.00 pm	ME	AFM	ME	ME	BC	OB
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	BC	LFB	AFM	LFB	LFB	AFM
4.15-5.15 pm	ITM	-	LFB	-	-	-

ME	:- Dr. A. M. Kharat
OB	:- Dr. S. B. Wadkar
PPM	:- Prof. A. S. Patil
AFM	:- Prof. P. B. Lupane
ITM	:- Prof. R. L. Chitnis
BC	:- Prof. Miss. S.V. Tibe
LFB	:- Adv. D. D. Patil
STATISTICS	:- Prof. A. M. Ghadage

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K. Katti*  
**DIRECTOR**  
 Venkateshwara Institute of Management  
 Peth, Tal. Waljra, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2018-2019 MBA-II (SEM-III)

WITH EFFECT FROM 01/08/2018

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	CPSM	FM2/ABM2	CPSM	MM3	HRM3	FM1/ABM1
11.15-12.15 pm	HRM1/ABM3	HRM1/ABM3	HRM2	HRM2	MM3	MM2
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	FM1/ABM1	FM3	MM1	FM1/ABM1	HRM2	FM2/ABM2
2.00-3.00 pm	FM3	HRM3	FM3	HRM1/ABM3	MM2	MM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	MM1	MM1	MM3	FM2/ABM2	CPSM	HRM3
4.15-5.15 pm	FM2	FM1/MM2	FM3/HRM3	CPSM	MM1/HRM1	MM3/HRM2

CPSM

FM1

FM2

FM3

MM1

MM2

MM3

HRM1

HRM2

HRM3

ABM1

ABM2

ABM3

:- Dr. S. B. Wadkar

:- Prof. Miss. S.V.Tilbe

:- Dr. A. M. Kharat

:- Prof. P. B. Lupane

:- Dr. A. M. Kharat

:- Dr. S B. Wadkar

:- Prof. Miss. S.V.Tilbe

:- Prof. A. S. Patil

:- Prof. R. L. Chitnis

:- Prof. A. S. Patil

:- Prof. V. K. Patil

:- Prof. V. K. Patil

:- Prof. V. K. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K. Katti*  
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Venkateshwara Institute of Management,  
Poth, Tal. Walwa, Dist. Sangli



## Venkateshwara Institute of Management (M.B.A.)

### TIME TABLE 2018-2019 MBA-I (SEM-II)

WITH EFFECT FROM 08/01/2019

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MM	MM	MIS	HRM	OM	MIS
11.15-12.15 pm	HRM	FM	FM	FM	MIS	HRM
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	BE	BE	BE	BE	MM	OM
2.00-3.00 pm	OM	HRM	RM	OM	RM	RM
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	RM	MIS	MM	ORT	ORT	FM
4.15-5.15 pm	ORT	ORT	-	-	-	-

MM	:- Dr. S. B. Wadkar
BE	:- Dr. A. M. Kharat
HRM	:- Prof. A. S. Patil
FM	:- Prof. Miss. S.V.Tibe
MIS	:- Prof. R. L. Chitnis
RM	:- Prof. P. B. Lupane
OM	:- Dr. A. M. Kharat
ORT	:- Prof. S. R. Desai

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K. Katti*  
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 Venkateshwara Institute of Management  
 Petli, Tal. Walva, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2018-2019 MBA-II (SEM-IV)

WITH EFFECT FROM 08/01/2019

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MCS	MCS	GQS	GQS	ED	ED
11.15-12.15 pm	HRM1	HRM1	MM1	MM1	GQS	GQS
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	ED	ED	HRM2	FM2/ ABM 2	FM2/ ABM 2	FM2/ ABM 2
2.00-3.00 pm	IB	HR2	MM2	IB	FM1/ABM1	FM1/ABM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	MM2	MM2	MCS	MCS	IB	HRM1
4.15-5.15 pm	FM1/ ABM 1	FM1/ ABM 1	IB	FM2/ ABM 2	MM1	HR2

ED	:- Dr. S. B. Wadkar
IB	:- Prof. R. L. Chitnis
MCS	:- Prof. P. B. Lupane
GQS	:- Prof. P. B. Lupane
MM1	:- Prof. A. S. Patil
MM2	:- Dr. S B. Wadkar
HRM1	:- Prof. R. L. Chitnis
HRM2	:- Prof. Miss. S.V.Tibe
FM1	:- Dr. A. M. Kharat
FM2	:- Prof. P. B. Lupane
ABM1	:- Prof. V. K. Patil
ABM2	:- Prof. V. K. Patil

Prepared By:- Dr. A. M. Kharat

Approved By :- Dr. P.K. Katti



P.K. Katti  
DIRECTOR

Venkateshwara Institute of Management,  
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2017-2018





Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2017-2018 MBA-I (SEM-I)

WITH EFFECT FROM 03/08/2017

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	PPM	ITM	BC	OB	ITM	BC
11.15-12.15 pm	STATISTICS	OB	STATISTICS	PPM	PPM	ITM
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	STATISTICS	ME	STATISTICS	AFM	OB	PPM
2.00-3.00 pm	ME	AFM	ME	ME	BC	OB
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	BC	LFB	AFM	LFB	LFB	AFM
4.15-5.15 pm	ITM	-	LFB	-	-	-

OB

ME

PPM

AFM

ITM

BC

LFB

STATISTICS

:- Prof. S. B. Wadkar

:- Prof. A. M. Kharat

:- Prof. A. S. Patil

:- Prof. P. B. Lupane

:- Prof. R. L. Chitnis

:- Prof. Miss. S.V.Tibe

:- Adv. D. D. Patil

:- Prof. A. M. Ghadage

Prepared By:- Prof. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K. Katti*  
DIRECTOR  
Venkateshwara Institute of Management  
Peth, Tal. Walva, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2017-2018 MBA-II (SEM-III)

WITH EFFECT FROM 03/08/2017

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	CPSM	FM2/PM2	CPSM	MM3	HRM3	FM1/PM1
11.15-12.15 pm	HRM1/PM3	HRM1/PM3	HRM2	HRM2	MM3	MM2
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	FM1/PM1	FM3	MM1	FM1/PM1	HRM2	FM2/PM2
2.00-3.00 pm	FM3	HRM3	FM3	HRM1/PM3	MM2	MM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	MM1	MM1	MM3	FM2/PM2	CPSM	HRM3
4.15-5.15 pm	FM2	FM1/MM2	FM3/HRM3	CPSM	MM1/HRM1	MM3/HRM2

CPSM

FM1

FM2

FM3

MM1

MM2

MM3

HRM1

HRM2

HRM3

PM1

PM2

PM3

- Prof. S. B. Wadkar

- Prof. Miss. S.V. Tibe

- Prof. A. M. Kharat

- Prof. P. B. Lupane

- Prof. A. M. Kharat

- Prof. S. B. Wadkar

- Prof. Miss. S.V. Tibe

- Prof. A. S. Patil

- Prof. R. L. Chitnis

- Prof. A. S. Patil

- Prof. S. S. Lande

- Prof. S. S. Lande

- Prof. S. S. Lande

Prepared By:- Prof. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K. Katti*  
**DIRECTOR**  
Venkateshwara Institute of Management  
Peth, Tal. Walva, Dist. Sangli.

Shri.VenkateshwaraShikshanSanstha's

## Venkateshwara Institute of Management (M.B.A.)

TIME TABLE 2017-2018 MBA-I (SEM-II)

WITH EFFECT FROM 09/01/2018

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MM	MM	MIS	HRM	OM	MIS
11.15-12.15 pm	HRM	FM	FM	FM	MIS	HRM
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	BE	BE	BE	BE	MM	OM
2.00-3.00 pm	OM	HRM	RM	OM	RM	RM
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	RM	MIS	MM	ORT	ORT	FM
4.15-5.15 pm	ORT	ORT	-	-	-	-

MM	:- Prof. S. B. Wadkar
BE	:- Prof. A. M. Kharat
HRM	:- Prof. A. S. Patil
FM	:- Prof. Miss. S.V.Tibe
MIS	:- Prof. R. L. Chitnis
RM	:- Prof. P. B. Lupane
OM	:- Prof. A. M. Kharat
ORT	:- Prof. S. R. Desai

Prepared By:- Prof. A. M. Kharat

Approved By:- Dr. P.K. Katti



*A. M. Kharat*  
DIRECTOR  
Venkateshwara Institute of Management  
Path, Tal. Walwa, Dist. Sangli.



## Venkateshwara Institute of Management (M.B.A.)

### TIME TABLE 2017-2018 MBA-II (SEM-IV)

WITH EFFECT FROM 07/01/2018

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10.15-11.15 am	MCS	MCS	GQS	GQS	ED	ED
11.15-12.15 pm	HRM1	HRM1	MM1	MM1	GQS	GQS
12.15-1.00 pm	LUNCH BREAK					
1.00-2.00 pm	ED	ED	HRM2	FM2/PM2	FM2/PM2	FM2/PM2
2.00-3.00 pm	IB	HR2	MM2	IB	FM1/PM1	FM1/PM1
3.00-3.15 pm	TEA BREAK					
3.15-4.15 pm	MM2	MM2	MCS	MCS	IB	HRM1
4.15-5.15 pm	FM1/PM1	FM/PM1	IB	FM2/PM2	MM1	HR2

ED	:- Prof. S. B. Wadkar
IB	:- Prof. R. L. Chitnis
MCS	:- Prof. P. B. Lupane
GQS	:- Prof. P. B. Lupane
MM1	:- Prof. A. S. Patil
MM2	:- Prof. S. B. Wadkar
HRM1	:- Prof. R. L. Chitnis
HRM2	:- Prof. Miss. S.V. Tibe
FM1	:- Prof. A. M. Kharat
FM2	:- Prof. P. B. Lupane
PM1	:- Prof. S. S. Lande
PM2	:- Prof. S. S. Lande

Prepared By:- Prof. A. M. Kharat

Approved By :- Dr. P.K. Katti



*P.K.K.*  
**DIRECTOR**  
 Venkateshwara Institute of Management  
 Peth, Tal. Walwa, Dist. Sangli.

# Internal Assessment



**2021-22**





Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

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### Mid Test Time Table

MBA – I Sem-I

YEAR 2021-22

Date	Time	Subject
10/02/2022	11.00 -12.00	Indian Ethos & Management Concepts
	3.00 - 4.00	Management Accounting
11/02/2022	11.00 -12.00	Managerial Economics
	3.00 - 4.00	Information Technology for management
12/02/2022	11.00 -12.00	Legal & Business Environment
	3.00 - 4.00	Organizational Behaviour
13/02/2022	11.00 -12.00	Personality Development
	3.00 - 4.00	Soft Skill Development



  
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Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

### Mid Test Time Table

MBA –II Sem-III

YEAR 2021-22

Date	Time	Subject
14/02/2022	10.30-11.30	Strategic and Change Management
	12.30-01.30	Business Intelligence and Analytics
	02.30-03.30	Buying Behavior and Brand Management / IT Strategy & Governance
15/02/2022	10.30-11.30	Advertising and Sales Management / Information System Security And Audit
	12.30-01.30	Compensation Management / Operations Management Strategies
	02.30-03.30	Human Resource Development / Materials & Inventory Management
16/02/2022	10.30-11.30	Indian Financial System / Principles of International Business
	12.30-01.30	Corporate Restructuring And Liquidity Management / Export and Import Policy
	02.30-03.30	Corporate Social Responsibility / Customer Relationship Management
17/02/2022	12.30-01.30	Agribusiness Management And Practices
	02.30-03.30	Agri-Business Finance



  
DC Director  
Venkateshwara Institute of Management  
P. 2021, Tel. 079-2555 1111

Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

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**Mid Test Time Table**  
**MBA – I Sem-II**  
**YEAR 2021-22**

Date	Time	Subject
04/07/2022	11.00 AM -12.00 PM	Marketing Management
	2.00 PM - 3.00 PM	Financial Management
05/07/2022	11.00 AM -12.00 PM	Human Resource Management
	2.00 PM - 3.00 PM	Operations Management
06/07/2022	11.00 AM -12.00 PM	Management Information System
	2.00 PM - 3.00 PM	Research Methodology
07/07/2022	11.00 AM -12.00 PM	Managerial Skills for Effectiveness
	2.00 PM - 3.00 PM	Negotiation Skills



  
**VC DIRECTOR**  
Venkateshwara Institute of Management  
Putth, Tal. Putth, Dist. Sangli.



Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

Mid Test Time Table

MBA –II Sem-IV

YEAR 2021-22

Date	Time	Subject
04/07/2022	11.00 am - 12.00 pm	Innovation and Entrepreneurship
	01.00 pm - 02.00 pm	Startups and New Venture
	03.00 pm - 04.00 pm	Employability Skill
05/07/2022	11.00 am - 12.00 pm	Service Marketing and Retail Marketing / Business Process Reengineering & ERP
	01.00 pm - 02.00 pm	Contemporary Issues In Marketing / Knowledge Management
	03.00 pm - 04.00 pm	Strategic Human Resource Management and International Perspective / Global Operations & Logistics
06/07/2022	11.00 am - 12.00 pm	Industrial Relations and Labour Laws / World Class Manufacturing
	01.00 pm - 02.00 pm	Investment Management / Issues In International Business
	03.00 pm - 04.00 pm	International Finance / Cross Cultural Management

  
Director

Venkateshwara Institute of Management  
Peth, Tal. Peth - Dist. Solapur



**2020-21**



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

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**Mid Test Time Table**  
**MBA – I Sem-I**  
**YEAR 2020-21**

Date	Time	Subject
7/03/2021	11.00 -12.00	Indian Ethos & Management Concepts
	3.00 - 4.00	Management Accounting
8/03/2021	11.00 -12.00	Managerial Economics
	3.00 - 4.00	Information Technology for management
9/03/2021	11.00 -12.00	Legal & Business Environment
	3.00 - 4.00	Organizational Behaviour
10/03/2021	11.00 -12.00	Personality Development
	3.00 - 4.00	Soft Skill Development



  
**VC Director**  
Venkateshwara Institute of Management,  
Path, Tal. Walwa, Dist. Sangli.



Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

### Mid Test Time Table

MBA –II Sem-III

YEAR 2020-21

Date	Time	Subject
7/12/2020	10.30-11.30	Strategic and Change Management
	12.30-01.30	Business Intelligence and Analytics
	02.30-03.30	Buying Behavior and Brand Management / IT Strategy & Governance
8/12/2020	10.30-11.30	Advertising and Sales Management / Information System Security And Audit
	12.30-01.30	Compensation Management / Operations Management Strategies
	02.30-03.30	Human Resource Development / Materials & Inventory Management
9/12/2020	10.30-11.30	Indian Financial System / Principles of International Business
	12.30-01.30	Corporate Restructuring And Liquidity Management / Export and Import Policy
	02.30-03.30	Corporate Social Responsibility / Customer Relationship Management
10/12/2020	12.30-01.30	Agribusiness Management And Practices
	02.30-03.30	Agri-Business Finance



  
IC Director  
Venkateshwara Institute of Management  
Poth, Tal. Widwa, Dist. Sangli.

Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

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### Mid Test Time Table

MBA – I Sem-II

YEAR 2020-21

Date	Time	Subject
02/08/2021	11.00 AM -12.00 PM	Marketing Management
	2.00 PM - 3.00 PM	Financial Management
03/08/2021	11.00 AM -12.00 PM	Human Resource Management
	2.00 PM - 3.00 PM	Operations Management
04/08/2021	11.00 AM -12.00 PM	Management Information System
	2.00 PM - 3.00 PM	Research Methodology
05/08/2021	11.00 AM -12.00 PM	Managerial Skills for Effectiveness
	2.00 PM - 3.00 PM	Negotiation Skills



  
Director  
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Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

Mid Test Time Table  
MBA -II Sem-IV  
YEAR 2020-21

Date	Time	Subject
05/07/2021	11.00 am - 12.00 pm	Innovation and Entrepreneurship
	01.00 pm - 02.00 pm	Startups and New Venture
	03.00 pm - 04.00 pm	Employability Skill
06/07/2021	11.00 am - 12.00 pm	Service Marketing and Retail Marketing / Business Process Reengineering & ERP
	01.00 pm - 02.00 pm	Contemporary Issues in Marketing / Knowledge Management
	03.00 pm - 04.00 pm	Strategic Human Resource Management and International Perspective / Global Operations & Logistics
07/07/2021	11.00 am - 12.00 pm	Industrial Relations and Labour Laws / World Class Manufacturing
	01.00 pm - 02.00 pm	Investment Management / Issues in International Business
	03.00 pm - 04.00 pm	International Finance / Cross Cultural Management



  
VC Director  
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Peth, Tal. Solapur, Dist. Solapur



**2019-20**



Shri. Venkateshwara Shikshan Sanstha's

**Venkateshwara Institute of Management (M.B.A.)**

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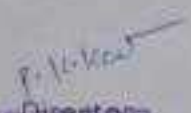
**Mid Test Time Table**

**MBA – I Sem-I**

**YEAR 2019-20**

Date	Time	Subject
9/10/2019	11.00 -12.00	Indian Ethos & Management Concepts
	3.00 - 4.00	Management Accounting
10/10/2019	11.00 -12.00	Managerial Economics
	3.00 - 4.00	Information Technology for management
11/10/2019	11.00 -12.00	Legal & Business Environment
	3.00 - 4.00	Organizational Behaviour
12/10/2019	11.00 -12.00	Personality Development
	3.00 - 4.00	Soft Skill Development



  
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Venkateshwara Institute of Management  
Peth, Tal. Walwa, Dist. Sangli.

Shri. Venkateshwara Shikshan Sanstha's

## Venkateshwara Institute of Management (M.B.A.)

### Mid Test Time Table

MBA –II Sem-III

YEAR 2019-20

Date	Time	Subject
9/10/2019	10.30-11.30	Strategic and Change Management
	12.30-01.30	Business Intelligence and Analytics
	02.30-03.30	Buying Behavior and Brand Management / IT Strategy & Governance
10/10/2019	10.30-11.30	Advertising and Sales Management / Information System Security And Audit
	12.30-01.30	Compensation Management / Operations Management Strategies
	02.30-03.30	Human Resource Development / Materials & Inventory Management
11/10/2019	10.30-11.30	Indian Financial System / Principles of International Business
	12.30-01.30	Corporate Restructuring And Liquidity Management / Export and Import Policy
	02.30-03.30	Corporate Social Responsibility / Customer Relationship Management
12/10/2019	12.30-01.30	Agribusiness Management And Practices
	02.30-03.30	Agri-Business Finance



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## Venkateshwara Institute of Management (M.B.A.)

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### Mid Test Time Table

MBA – I Sem-II

YEAR 2019-20

Date	Time	Subject
02/03/2020	11.00 AM - 12.00 PM	Marketing Management
	2.00 PM - 3.00 PM	Financial Management
03/03/2020	11.00 AM - 12.00 PM	Human Resource Management
	2.00 PM - 3.00 PM	Operations Management
04/03/2020	11.00 AM - 12.00 PM	Management Information System
	2.00 PM - 3.00 PM	Research Methodology
05/03/2020	11.00 AM - 12.00 PM	Managerial Skills for Effectiveness
	2.00 PM - 3.00 PM	Negotiation Skills



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Mid Test Time Table  
MBA –II Sem-IV  
YEAR 2019-20

Date	Time	Subject
02/03/2020	10.30-1.30	Entrepreneurship Development
	2.00-5.00	Management Control System
03/03/2020	10.30-1.30	Global Quality System
	2.00-5.00	International Business
04/03/2020	10.30-1.30	Strategic Marketing / Investment Management / International Trade in Agriculture
	2.00-5.00	Contemporary Issues in Marketing / International Finance / Agri-Business Finance Management
05/03/2020	10.30-1.30	Employee Relations And Labour Laws / Investment Management
	2.00-5.00	Strategic Human Resource Management and International Perspective / International Finance



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**2018-19**





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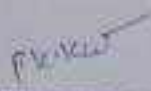
**Mid Test Time Table**

**MBA – I Sem-I**

**YEAR 2018-19**

Date	Time	Subject
30/10/2018	10.30-1.30	Quantitative Techniques for Management
	2.00-5.00	Managerial Economics
31/10/2018	10.30-1.30	Information Technology for Management
	2.00-5.00	Business Communication
01/11/2018	10.30-1.30	Organizational Behaviour
	2.00-5.00	Legal Framework of Business
02/11/2018	10.30-1.30	Principles & Practices of Management
	2.00-5.00	Accounting for Managers



  
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### Mid Test Time Table

MBA –II Sem-III

YEAR 2018-19

Date	Time	Subject
30/10/2018	10.30-11.30	Strategic and Change Management
	12.30-01.30	Business Intelligence and Analytics
	02.30-03.30	Buying Behavior and Brand Management / IT Strategy & Governance
31/10/2018	10.30-11.30	Advertising and Sales Management / Information System Security And Audit
	12.30-01.30	Compensation Management / Operations Management Strategies
	02.30-03.30	Human Resource Development / Materials & Inventory Management
01/11/2018	10.30-11.30	Indian Financial System / Principles of International Business
	12.30-01.30	Corporate Restructuring And Liquidity Management / Export and Import Policy
	02.30-03.30	Corporate Social Responsibility / Customer Relationship Management
02/11/2018	12.30-01.30	Agribusiness Management And Practices
	02.30-03.30	Agri-Business Finance



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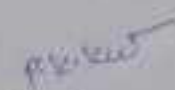
**Mid Test Time Table**

**MBA – I Sem-II**

**YEAR 2018-19**

Date	Time	Subject
08/03/2019	10.30-1.30	Marketing Management
	2.00-5.00	Financial Management
09/03/2019	10.30-1.30	Human Resource Management
	2.00-5.00	Operations Management
11/03/2019	10.30-1.30	Management Information System
	2.00-5.00	Research Methodology
12/03/2019	10.30-1.30	Business Environment
	2.00-5.00	Operation Research Techniques



  
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Mid Test Time Table

MBA –II Sem-IV

YEAR 2018-19

Date	Time	Subject
08/03/2019	10.30-1.30	Entrepreneurship Development
	2.00-5.00	Management Control System
09/03/2019	10.30-1.30	Global Quality System
	2.00-5.00	International Business
11/03/2019	10.30-1.30	Strategic Marketing / Investment Management / International Trade in Agriculture
	2.00-5.00	Contemporary Issues In Marketing / International Finance / Agri-Business Finance Management
12/03/2019	10.30-1.30	Employee Relations And Labour Laws / Investment Management
	2.00-5.00	Strategic Human Resource Management and International Perspective / International Finance



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2017-2018



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## Venkateshwara Institute of Management (M.B.A.)

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**Mid Test Time Table**  
**MBA – I Sem-I**  
**YEAR 2017-18**

Date	Time	Subject
26/10/2017	10.30-1.30	Quantitative Techniques for Management.
	2.00-5.00	Managerial Economics
27/10/2017	10.30-1.30	Information Technology for Management
	2.00-5.00	Business Communication
28/11/2017	10.30-1.30	Organizational Behaviour
	2.00-5.00	Legal Framework of Business
29/11/2017	10.30-1.30	Principles & Practices of Management
	2.00-5.00	Accounting for Managers



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## Venkateshwara Institute of Management (M.B.A.)

### Mid Test Time Table

MBA –II Sem-III

YEAR 2017-18

Date	Time	Subject
26/10/2017	10.30-11.30	Strategic and Change Management
	12.30-01.30	Business Intelligence and Analytics
	02.30-03.30	Buying Behavior and Brand Management / IT Strategy & Governance
27/10/2017	10.30-11.30	Advertising and Sales Management / Information System Security And Audit
	12.30-01.30	Compensation Management / Operations Management Strategies
	02.30-03.30	Human Resource Development / Materials & Inventory Management
28/11/2017	10.30-11.30	Indian Financial System / Principles of International Business
	12.30-01.30	Corporate Restructuring And Liquidity Management / Export and Import Policy
	02.30-03.30	Corporate Social Responsibility / Customer Relationship Management
29/11/2017	12.30-01.30	Agribusiness Management And Practices
	02.30-03.30	Agri-Business Finance



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**Venkateshwara Institute of Management (M.B.A.)**

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**Mid Test Time Table**

**MBA – I Sem-II**

**YEAR 2017-18**

Date	Time	Subject
08/03/2018	10.30-1.30	Marketing Management
	2.00-5.00	Financial Management
09/03/2018	10.30-1.30	Human Resource Management
	2.00-5.00	Operations Management
10/03/2018	10.30-1.30	Management Information System
	2.00-5.00	Research Methodology
12/03/2018	10.30-1.30	Business Environment
	2.00-5.00	Operation Research Techniques



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**Venkateshwara Institute of Management (M.B.A.)**

Mid Test Time Table

MBA –II Sem-IV

YEAR 2017-18

Date	Time	Subject
08/03/2019	10.30-1.30	Entrepreneurship Development
	2.00-5.00	Management Control System
09/03/2019	10.30-1.30	Global Quality System
	2.00-5.00	International Business
10/03/2019	10.30-1.30	Strategic Marketing / Investment Management / International Trade in Agriculture
	2.00-5.00	Contemporary Issues in Marketing / International Finance / Agri-Business Finance Management
12/03/2019	10.30-1.30	Employee Relations And Labour Laws / Investment Management
	2.00-5.00	Strategic Human Resource Management and International Perspective / International Finance



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Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub: - Indian Ethos & Management Concepts**

Instructions:

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q.1) Analyse and Solve this case**

**[20]**

Succession Planning at Wadia Group

Silvermoon Hotels have been run by the Wadia family since the 1940s. Wadia Group, through its subsidiary a company is also into travel and tourism, event management, and marketing services. Dina Wadia is the present Chief Executive. Her only son and heir apparent, 18 years old Shiraj Wadia recently died in an air crash.

Dina has now decided that her successor would be someone outside of her family. As the CEO's position was always held by family members there has been neither internal competition nor grooming of other managers at Silvermoon Hotels for the CEO spot resulting in a deficiency of internal candidates. With the support of the Board, Dina has hired an external firm to lead the search process for her successor, which would consider candidates both inside and outside the company.

Questions:-

- 1) If you are the external firm consultant, how would you approach the selection of the non-family CEO?
- 2) Succession planning is important, yet many companies neglect this aspect. Elaborate

**Q .2) Case let.**

**[20]**

You are interviewing candidates for sales and marketing position which will involve face to face meetings with customers. On paper, one of the applicants stands out as being the most able and best qualified for the position. This is confirmed at interview, but you then discover that he has a facial defect that is visually very disturbing and also impacts on his speech. This would not prevent him doing the job and you conclude that he would be very good at, if people gave him the chance, but you are worried that some of your customers, who are not exactly progressive, might not give him the chance. Will you recruit this candidate?



**Q .3) a) Describe the 14 principles of Henry Fayol?**

**[10]**

b) Explain in detail Management lesson from Mahabharata.

[10]

Q.4) Write Short note (Any four)

[10]

- i) Gandhian Philosophy of Wealth Management.
- ii) Steps in Controlling
- iii) Features of Indian Ethos
- iv) Management lesson from Vedas
- v) JRD Tata Business Policies.
- vi) Indian Heritage in Business management



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Peth Naka, Tal. Walwa, Dist. Sangli 415407  
**Sub. – Information Technology for Management**

**Instructions:**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q.1. Analyze the Case.**

**(20)**

*The APNA Co-op Multistate Scheduled Bank,Ltd Mumbai*, is a well known Bank of Mumbai is expanding its business by opening a new branch in Islampur city. As Islampur is the fast growing city of Sangli district, Bank Management having a faith that by providing consumer oriented & effective banking facilities to the consumers Bank will prove itself a better option among the available options. For this reason Bank Management has appointed Miss Kadambari Patil as Branch Manager & Mr. Jatin Patel as a Network Administrator. Bank is going to operate its all functioning from day one. As a local network service provider you have been asked for provide the best solutions for the following

1. Details of Hardware & Software requirements for all.
2. Suggest the suitable Network Topology.

**Q.2.** As today's tech savvy youth identify the common problems/mistakes using Debit/Credit Card and net banking/UPI. Explain your experience of using modern methods of payment.

**(20)**

**Q.3. A]** Define Computer with Its Components & Characteristics.

**(10)**

**B]** Explain Topology & details type of topology.

**(10)**

**Q.4 Short Notes (Any Four)**

**(10)**

- A. Types of Software
- B. Principles of E-Commerce
- C. Web Browser
- D. Search Engine
- E. Traditional Banking Vs Online Banking
- F. Functions of Operating System





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**Sub.-Legal and Business Environment**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q1.** A and B were partners in firm dealing in certain goods. A purchased goods which he knew were stolen and which belonged to C. The goods were sold by A to customers of the firm. B did not know anything about the purchase of the stolen goods and dealing in respect of them on behalf of the firm. C sues B in respect of goods sold by the firm.

**Question**

- a. Advise B
- b. Whether B can Sue A? Explain. 20

**Q2.** Discuss Indian Contract Act, 1872. Also explain the classification of Indian Contract Act 1872. 20

**Q3.**

- a. What is mean by Business Environment? Explain internal environment in detail. 10
- b. Explain External Environment in detail 10

**Q4. Short Note (Any Four)** 10

1. Dissolution of partnership firm
2. Sale of Goods Act, 1930
3. Bailment
4. Quasi Contract
5. Types of Partner
6. Distinction between Company and partnership



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 Sub-Managerial Accounting

- 1) Question 1 and 4 are compulsory
- 2) Solve any one questions from 2 to 4.

**Que. 1** Following is the Trial Balance of *M/s. Indian Traders Co.* for the year ending on 31<sup>st</sup> Marh 2015. Prepare Balance Sheet as on 31<sup>st</sup> March 2015. 20

**Trial Balance as on 31<sup>st</sup> March 2015.**

Particulars	₹	Particulars	₹
Salaries	11,000	Sales	190,900
Taxes and Insurance	6,100	Bank Overdraft	18,000
Stock on 1/4/2014	41,000	Commission received	2,000
Purchases	82,600	Capital	130,000
Wages	4,800	Creditors	39,000
Furniture	10,000	R. D. D	2,100
Advertisement	7,900	Bank Loan	
Interest on loan	2,800	(taken on 1/4/2014)	2,100
Debtors	40,000	Bills Payables	4,000
Building	86,000		
Vehicles	62,000		
Bad Debts	1,800		
Cash in hand	12,100		
Investments	20,000		
<b>Total</b>	<b>388,100</b>	<b>Total</b>	<b>388,100</b>

**Adjustments:**

1. Closing stock of goods on 31<sup>st</sup> March 2015 is valued at cost ₹ 35,600 and at market price of ₹ 38,000.
2. Depreciation on building at 5%, Furniture at 10% and Vehicles at 5%.
3. Insurance is prepaid at ₹ 1,100.
4. Of the commission received ₹ 1,000 are received for the next year.
5. R. D. D. is to be provided at 5% on Debtors.
6. Outstanding expenses were- Wages ₹ 200 and Advertisement ₹ 1,100.

**Que.2** The following information is received from the books of *Azul Company Ltd.* for the year

1



ending 31<sup>st</sup> March 2015. Prepare Cost Sheet.

20

Particulars	₹
Stock of materials on 31 <sup>st</sup> March 2015	75,000
Purchase of materials	795,000
Stock of materials on 31 <sup>st</sup> March 2014	105,000
Travelling expenses	5,100
Carriage inwards	8,290
Carriage outwards	9,150
Labour-welfare expenses	14,200
Depreciation on plant	18,000
Factory rent	11,200
Office rent	29,100
Bad debts	9,000
Productive wages	227,000
Travellers salary & commission	9,000
Expenses of purchase of materials	4,500
Fuel, Gas and water	8,700
Manager's Salary (2/3 of factory)	18,000
Air-conditioning charges of office	9,000
Outstanding productive wages	53,000
Sales	14,29,540

**Que.3** A) Define the term 'Financial Accounting'. Explain the accounting concepts of Financial Accounting' 10

B) The following transactions took place in respect of Material 'X' for March 2015. Prepare Stores Ledger Accounts, pricing the issues at 'First In-First Out' Method 10

Date	Receipts Rate (₹)	Receipts (Units)	Issues (Units)
01/3/2015	1.00	400	---
10/3/2015	1.20	600	---
16/3/2015	---	---	500
19/3/2015	1.30	500	---
25/3/2015	---	---	400

**Que.4** Write Short Notes (Any Four) 10

- End-users of accounting information
- Methods of Depreciation
- Features of Tally package
- Element of cost
- Computerized Accounting.

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Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub: - Managerial Economics**

Instructions:

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q.1 Case Study-**

Calculate the different cost given in the following table.

(20 Marks)

Output	TFC	TVC	TC	AFC	AVC	ATC	MC
0	100	0					
1	100	90					
2	100	170					
3	100	240					
4	100	300					
5	100	370					
6	100	430					
7	100	640					
8	100	750					

Calculate:-

- 1) Average Fixed Cost
- 2) Average Variable Cost
- 3) Average Total Cost
- 4) Marginal Cost
- 5) Total Cost

**Q.2**

A) Define following concept-

(10 Marks)

- 1) Price Elasticity of Demand
- 2) Income Elasticity of Demand
- 3) Cross Elasticity of Demand



B) State Law of Demand. What are the exceptions of law of demand? (10 Marks)

Q.3 What is mean by Managerial Economics? Explain its features and scope. (20 Marks)

Q.4 Write Short note on (Any Four) (10 Marks)

- a. Law of demand
  - b. Determinant of demand
  - c. Methods of demand forecasting
  - d. Feature of perfect competition market
- .....



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**Sub: - ORGANIZATIONAL BEHAVIOR**

- Instructions: 1) Q. No. 1 & Q. No. 4 are compulsory  
2) Attempt any one question from Q. No. 2 to Q. No. 3.  
3) Figure to the right indicates full marks.

Q 1) Read the questions carefully and answer the questions below it. [20]

Sarang is an engineer in a large design engineering office. He comes from a rural background and he belongs to a low income group family with traditional values.

Sarang is an intelligent and capable worker. His main fault is that he does not want to take risks. He hesitates to take decisions for himself, often bringing petty and routine problems to his supervisor or to other engineers for a decision. Whenever he does a job design he brings it in rough draft to his supervisor for approval before he finalizes it. Since Sarang is a capable person, His supervisor wants to motivate him to be more independent in his. The supervisor believes that his approach will improve Sarang's performance, relieve the supervisor from extra routine, and give Sarang more self-confidence. However, the supervisor is not sure how to go about motivating Sarang to improve his performance.

Questions:

1. In the role of supervisor, explain how you would motivate Sarang.
2. While motivating Sarang, how different motivational techniques can be employed?

Q 2) Read the following case let and answer the questions. [20]

The urgent and important work allotted to Mr. Prakash was executed and completed by Mr. Sumit in absence of Mr. Prakash. Management appreciated the efforts of Mr. Sumit, who is working as a junior to Mr. Prakash in the same department. This has created a conflict between the two.

Questions:

- a) According to you who is at fault?
- b) What measures will you take to resolve the conflict between Mr. Prakash and Mr. Sumit?



Q3) a) Define personality. What are various determinants of personality? [10]

b) Explain in detail historical evaluation of OB. [10]

Q4) Write short notes on (Any four) [10]

- a) Sources of values
- b) Resistance to change
- c) Team building
- d) Factors affecting group dynamics
- e) Types of groups
- f) Stress



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**Sub.-Personality Development**

- 1) *Question 1 and 4 are compulsory*
- 2) *Solve any one questions from 2 to 3.*

Q.1 Case Study

(20)

An example of a personality case study is that of Kate, a 20 years old university student. She is described as kind, caring and loyal and prefers watching movies and reading rather than going out to a party. Kate works hard studying psychology at university and volunteers to help children with autism. Kate has a strong relationship with her family and isn't expected to contribute to household expenses. By examining the case study of Kate through the learning and trait personality theories, it is possible to have a greater understanding of kates personality characteristics.

- a. Explain in detail a kates personality characteristics
- b. Explain different personality traits

Q.2 Explain your own SWOT Analysis

(10)

Q.3 What is mean by Time Management? Explain Importance of it.

(10)

Q.4 Write short note on (Any Four)

(10)

- a. Physical Fitness
- b. Self-Management
- c. Positive Thinking and Attitude
- d. Email and telephone communication
- e. Interpersonal Relations

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**Sub.-Soft Skill Development**

**Instructions:**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q1- Case study**

(20)

The president of Diamond Corporation Ltd. Mr. Amit, wanted to facilitate upward communication. He believed an open-door policy was a good option. He announced that his own door was open to all employees and encouraged senior manager to do the same. He felt this would give him a way to get early warning signals that would not be filtered through the formal chain of command. Amit found that many employees who used the open door policy had been with the company for years and were comfortable talking to the president. Sometimes messages came through about inadequate policies and procedures. Amit would raise these issues and explain any changes at the next senior managers meeting. The most difficult complaints to handle were those from people who were not getting along with their bosses.

One employee, Rajat, complained bitterly that his manager had overcommitted on behalf of the department and put everyone under tremendous pressure. Rajat argued that long hours and low morale were major problems. However, he would not allow Amit to either bring the manager into the discussion or seek out other employees to confirm the complaint. Although Amit suspected that Rajat might be right, he could not let the matter lie and said, 'Have you considered leaving the company?' This made Rajat realize that a meeting with his immediate boss was in avoidable.

Before the three-party meeting, Amit contacted Rajat's manager and explained what was going on. He insisted that the manager come to the meeting willing to listen and without opposition towards Rajat. During the meeting, Rajat's manager listened attentively and displayed no ill will. He learned the problem from Rajat's perspective and realized, he was new to this job. He had been promoted into this job from technical position just a few months earlier and had no management or planning experience. After the meetings, the manager said he was relieved. He welcomed Amit's offer to help him do a better job.

- a) What techniques increased Amit's communication effectiveness?





b) What problems do you think an open-door policy creates? Do you think many employees are reluctant to use it? Give reasons for your answer.

Q2 Suppose you are manager of unique automobiles pvt ltd company. Make a report regarding timeliness and unsupportiveness of the employees to board of directors in monthly progressive meeting. (20)

Q3 a) What is mean by Business communication? Explain its process in details. (10)

b) Explain barriers of business communication in detail. (10)

Q5- Write Short Notes (Any Four) (10)

1. Importance of soft skill
2. Critical Thinking Process
3. Importance of Communication in Business
4. Methods of Problem management
5. Types of a listening
6. Stress and Emotion Management



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Sub:-Financial Management

**Instructions:**

- 1) Question no. 1 & 4 are compulsory.
- 2) Solve Any One From Question No. 2 and 3.

---

**Q1- Case Study-**

**20 Marks**

A proforma cost sheet of a company provides the following particulars.

**Element of cost**

Raw material	40%
Labour	10%
Overheads	30%

The following particulars are available

- a) Raw materials are to remain in stores on an average -6 weeks
- b) Processing time is -4 weeks
- c) Finished goods are required to be in stock on an average period of 8 weeks
- d) Credit period allowed to debtors on average 10 weeks
- e) Lag in payment of wages -2 weeks
- f) Credit period allowed by creditors -4 weeks
- g) Selling price is Rs 50 per unit.

You are required to prepare an estimate of working capital requirement adding 10% margin for contingencies for a level of activity of 130000 units of production.



Q2- XYZ Company has supplied you the following information and asked you to compute the Weighted Average Cost of Capital. 20 Marks

Source of Finance	Market Value	After tax cost
Equity Capital	15,00,000	12
Preference	7,50,000	7
Debt	2,00,000	4
total	24,50,000	

Q. 3. A) Elaborate the role of Finance Manager of a company. 10 Marks

B) Explain the objectives of Finance Management. 10 Marks

Q 4- Short Notes on (any four)

10 Marks

- 1) Fund-flow statement.
- 2) Future value of annuity.
- 3) Cost of Capital.
- 4) Capital asset pricing model (CAPM).
- 5) Net Income Approach.

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**Shri. Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management (M.B.A.)  
Peth Naka, Tal: Walwa, Dist: Sangli 415407  
Sub - Human Resource management**

- Instructions:**
- 1) Q No.1 and 4 are compulsory.
  - 2) Attempt any two from Q No. 2 and 3.
  - 3) Figures to the right indicate full marks.

**Q 1) Read the following case carefully and answers the questions given below it. [20]**

As a result of rapid growth in sales, the Simpson Company had to double the size of the central secretarial pool. Many of the current secretarial staff, aged about 40 to 50, had been with the company since its inception. None had more than a high school education. Subsequently, 10 new secretaries were recruited with advanced data processing skills. They had college education and all were in their 20s. Unexpectedly, the performance level of the pool fell off drastically even though doubled in size. The manager interviewed a few of the old staff members and they told him that the new secretaries just did not fit in. They were uncooperative, would not listen, and would not take messages. When their mistakes were corrected, they got offended. In interviewing, a few of the new secretaries resented that the older secretaries refused to accept new and more efficient ideas. They complained their inability to use new knowledge and skills and the older secretaries would not socialize with them.

**Questions:**

- a) What are the reasons for the declining productivity of the group?
- b) What are your recommendations for improving the situation?

**Q.2) If you are head of HRM Department in leading MNCs, what is your approach towards recruitment strategy and how you will recruit employees with using modern source of recruitment? Explain why? [20]**

**Q 3) a) Define HRM and explain its functions? [10]**

b) What is meant by Performance Appraisal? Describe problems of Performance Appraisal [10]

**Q 4) Write short notes (any four) [10]**

- a) HRM in Indian context
- b) Job Description and Specification.
- c) PM Vs HRM.
- d) HRD Culture
- e) Recruitment Policy
- f) HRP



Shri. VenkateshwaraShikshanSanstha's  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal. Walwa, Dist. Sangli 415407  
**Sub.-Management Information System.**

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**Instructions:**

- 1) Question no. 1 & 4 are compulsory.
- 2) Solve Any One From Question No. 2 and 3.

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**Q.1. Solve the Case**

**(20)**

'The *Sunshine*' the multistate Company dealing different kind of Home & Personal products which have become the favorite & innovative products supplier in Indian Domestic market. Miss Niharika Singh a young, innovative & dynamic Finance Manager knows the importance of Information System implementation in today's world.

So as Asst. Finance Manager you are supposed to design the Information System for you department which suits the overall functioning of your department

**Q.2** Switch Gear Transmission is a family run enterprise that started in 1980 Switch Gear Transmission produces and markets gear cutting machines and grinding tools. It has two facilities in Gurgaon plus subsidiaries in the United Arab Emirate, China & Singapore; it employs a total of 1500 persons in both customized and small batch production, which some extent user non-name parts. The main buyers of Switch Gear Transmission are automotive, aerospace & mechanical engineering companies.

Based on above information

**(20)**

- I. Discuss information needs at various levels of Management.
- II. Outline different information systems required for organization with their significance.

**Q.3.A]** What is Data and information? What are the different types of information? Explain **(10)**

**B]** What is MIS? Explain Characteristics & Advantages of MIS.

**(10)**

**Q.4 Short Notes (Any Four)**

**(10)**

- A] TPS      B] HRIS      C] SAP Advantages      D] GAS  
E] Characteristics of Decision making      F] SDLC



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tali, Walwa, Dist: Sangli 415407

**Sub: - Marketing Management**

Instructions: 1) Q. No. 1 & Q. No. 4 are compulsory.

2) Attempt any one questions from Q. No. 2 to Q. No. 4.

Q 1) Read the case carefully and answer the questions below it

[20]

Marketers are now working to harness the new-found communications power of their everyday customers by turning them into influential brand ambassadors. Companies like Sony, Microsoft and McDonald's are now developing a new breed of brand ambassador programs that organize and multiply consumer to consumer interactions about their brands. Marketers select their brand ambassadors very carefully, based on customers' devotion to brand and the size of their social circles. For the ambassador, rewards include product samples, gifts discounts and token cash payments. Perhaps most important to many brand enthusiasts, they get inside access to company's information about new product and services about to be launched. One such success story was Sony. Sony used brand-ambassadors to jumpstart the launch of its new GPS camera, a high tech device that draws on satellite tracking technology to let you record the exact location of every picture you take and later map them out using Google maps. Out of 2000 or more online applicants, Sony picked only 25 brand ambassadors. The ambassadors were given a free camera and other equipment along with lesson on how to use them. They were encouraged to show the camera to friends, associates, and anyone else who asked handout discount coupons and blog weekly about their travel and picture taking adventures on a dedicated Sony micro site.

Questions:

a) Based on your own understanding of reference groups, how effective would brand ambassadors be as reference groups for relatively expensive, infrequently bought product and services?

b) In your view, in the Indian marketing context, is the concept of brand ambassadors likely to succeed? Justify your answer.

Q 2) Solve the following Caselet

[20]

A car making company is deciding to make driver free cars in India. You are required to:





a) Explain the motivation of consumer in buying this car and your way of promoting it.

b) Segment, targeting and position the driver free car in Indian Market.

Q 3) a) What are various factors influencing on consumer behavior? [10]

b) Explain in detail new product development process with suitable example. [10]

Q 4) Write short notes (Any four) [10]

a) Core concept of marketing

b) PLC

c) Scope of Marketing

d) Buying roles of consumer

e) Micro marketing environment

f) Product diversification



**Set B**

M.B.A.(Part-I)(Semester-II) (CBCS) (New)

Examination, March-2019

MARKETING MANAGEMENT

Sub. Code: 68310

Total Marks: 80

Instructions: 1) Q. No. 1 & Q. No. 2 are compulsory.

2) Attempt any two questions from Q. No. 3 to Q. No. 5.

3) Figure to the right indicates full marks.

Q 1) Case study

[20]

The lift elevator market in India is around 450 Crores. Altis India is the market leader with a market share about 75%. Altis has network of nearly 65 centres. The company launched a chip-driven elevator model, Altis 500 priced between Rs. 15 lakh to Rs. 25lakh. Hotel industry forms an important segment in this category as lifts are considered essential to consumers. The microprocessor model takes an optimal combination of destinations ensuring a quick landing at respective destinations. The product is also likely to save energy costs significantly, which is an additional USP. Altis 500 has to target new buildings as old buildings will not have the infrastructure to take on the integrated in new lifts. It may be noted that grill type of lifts have been banned and this market may be integrated in to a "no-grill" lift at the lower end of the product line.

Questions:

- 1) What are the marketing segments that you identify for Altis 500 lifts?
- 2) What should be your target market strategies in the above identified segment?
- 3) What would your marketing strategies be for the models in the replacement markets?

Q 2) Solve the following Caselet

[20]



Arvind and Sons a range of fruit juice drinks. Their business falls into two main segments, consumers and business users, for example local councils and catering companies. Recent sales figures suggest that orders from some catering companies are down on previous years and some have stopped buying from them altogether. The marketing director of Arvind has reported that he cannot understand the reason for the decline in business as product quality and prices are very competitive.

Questions:

- a) Advise the marketing director about the key issues he should consider.
- b) Discuss how the company should re-establish itself with the catering companies.

Q 3) a) Explain detail macro & micro environment of marketing. [10]

b) What are various factors influencing on consumer behavior? [10]

Q 4) a) What are the benefits of market segmentation? [10]

b) Explain in detail product planning process with suitable example. [10]

Q 5) Write short notes (Any four) [20]

- a) Alternative channel of distribution
- b) Core concept of marketing
- c) Branding
- d) Setting the price
- e) Product positioning
- f) Targeting

Set C

M.B.A.(Part-I)(Semester-II) (CBCS) (New)





Examination, March-2019  
MARKETING MANAGEMENT

Sub. Code: 68310

Total Marks: 80

Instructions: 1) Q. No. 1 & Q. No. 2 are compulsory.

2) Attempt any two questions from Q. No. 3 to Q. No. 5.

3) Figure to the right indicates full marks.

Q 1) Case study

[20]

For many years Fresh Eat's enjoyed worldwide success built on a few well-known, highly standard conditions. The company with the Golden Arches served a simple menu - hamburgers, french fries, and milkshakes or soft drinks. The food was priced low, its quality was consistent, and it was served speedily from establishments that all looked alike and were extremely clean.

In recent years, however, Fresh Eat's has seen its growth rate slow down and its dominant market position slip. Why? The changes been occurring in the company's external environment.

We will start with the population picture. For many years Fresh Eat's main customer group was young couples with several kids. Today, people are marrying at a much later age and families have fewer children, so Fresh Eat's traditional customer base is eroding. Then there are the cultural changes. Also consumers have become more health conscious. let's face it - burgers, fries, and shakes are not exactly at the top of dietitians menu recommendations today.

Consumers want convenience - in the past they hopped in the car and drove to Fresh Eat's. Today they can pop something into the microwave oven or phone domino's to have a pizza delivered. Another challenge came as consumers became more concerned about physical environment. Fresh Eat's polystyrene hamburger packaging was attacked by people who demand the use of recycled and or/ biodegradable products. Paralleling all these challenges were the growing number and effectiveness of competitors.

Questions

- Identify and discuss the major environmental changes being faced by Fresh Eat's.
- What course of action should the company CEO pursue to regain its dominant market position?



c) What kind of distribution channel would you recommend for the following products?

Q 2) Solve the following Caselet. [20]

Tomalike has a dominant share in the Indian Sauce market and also owns a successful brand in the category. Research showed that there was a need for sauce with unique taste which could be taken with Indian as well as western snack foods. The company introduced 'Tomimili', a new tomato sauce with tamarind and tangy spices. The product is targeted at children in the age group of 14 years and above.

Questions:

1) As a marketing manager which steps would you like to take while launching this product?

2) How will you conduct the test marketing for this product?

Q 3) a) What do you mean by marketing? Differentiate between marketing and sales. [10]

b) What are various bases for market segmentation? [10]

Q 4) a) Explain in detail consumer buying decision process. [10]

b) Explain the concept of product life cycle with suitable example. [10]

Q 5) Write short notes (Any four) [20]

- a) Scope of marketing
- b) Marketing communication mix decision
- c) Importance of channel of distribution
- d) Branding
- e) Packaging
- f) Service marketing



Shri.VenkateshwaraShikshanSanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist. Sangli - 415407

**Sub:-Managerial Skill for Effectiveness**

**Instructions:**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

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**Q1- Case study**

**(20)**

The president of Diamond Corporation Ltd. Mr. Amit, wanted to facilitate upward communication. He believed an open-door policy was a good option. He announced that his own door was open to all employees and encouraged senior manager to do the same. He felt this would give him a way to get early warning signals that would not be filtered through the formal chain of command. Amit found that many employees who used the open door policy had been with the company for years and were comfortable talking to the president. Sometimes messages came through about inadequate policies and procedures. Amit would raise these issues and explain any changes at the next senior managers meeting. The most difficult complaints to handle were those from people who were not getting along with their bosses.

One employee, Rajat, complained bitterly that his manager had overcommitted on behalf of the department and put everyone under tremendous pressure. Rajat argued that long hours and low morale were major problems. However, he would not allow Amit to either bring the manager into the discussion or seek out other employees to confirm the complaint. Although Amit suspected that Rajat might be right, he could not let the matter lie and said, 'Have you considered leaving the company?' This made Rajat realize that a meeting with his immediate boss was unavoidable.

Before the three-party meeting, Amit contacted Rajat's manager and explained what was going on. He insisted that the manager come to the meeting willing to listen and without opposition towards Rajat. During the meeting, Rajat's manager listened attentively and displayed no ill will. He learned the problem from Rajat's perspective and realized, he was new to this job. He had been promoted into this job from technical position just a few months earlier and had no





management is planning experience. After the meetings, the manager said he was relieved. He welcomed Amit's offer to help him do a better job.

- a) What techniques increased Amit's communication effectiveness?
- b) What problems do you think an open-door policy creates? Do you think many employees are reluctant to use it? Give reasons for your answer.

Q2 Suppose you are manager of unique automobiles pvt ltd company. Make a report regarding timeliness and unsupportiveness of the employees to board of directors in monthly progressive meeting. (20)

Q3 a) What is mean by Business communication? Explain its process in details. (10)

- b) Explain barriers of business communication in detail. (10)

Q4- Write Short Notes (Any Four) (10)

1. Importance of soft skill
2. Body Language
3. Importance of Communication in Business
4. Methods of Problem management
5. Types of a listening

\*\*\*\*\*



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist: Sangli - 415407

M.B.A.- I, Sem-II (2022-24 BATCH)

Sub: - Negotiation Skills

Instructions:

1) Attempts any five questions.

\*\*\*\*\*

Q. 1 What are some key interview skills that can help candidates make a positive impression and increase their chances of success? **10 Marks**

Q. 2 What are the fundamental principles and strategies that individuals should keep in mind when engaging in negotiation discussions, whether it's for a salary, a business deal, or other important matters? **10 Marks**

Q. 3 What are some effective decision-making techniques or frameworks that individuals can utilize to improve their ability to make informed and confident decisions in various aspects of life, such as personal matters, professional choices, or critical situations? **10 Marks**

Q. 4 What are some important prerequisites that individuals should consider before participating in a group discussion, in terms of preparation, communication skills, and collaborative mindset, to ensure a productive and engaging discussion? **10 Marks**

Q. 5 What are some effective strategies or techniques that customer service representatives can employ to effectively calm down angry customers and resolve their concerns or complaints in a satisfactory manner? **10 Marks**

Q. 6 What are some commonly used decision-making techniques? how can individuals leverage these techniques to make well-informed and rational decisions in both personal and professional situations? **10 Marks**



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal: Walwa, Dist: Sangli 415407  
**Sub:-Operation Management**

**Instructions:**

- 1) Question no. 1 & 4 are compulsory.
- 2) Solve Any One From Question No. 2 and 3.

**Q.1. Solve the Case.** (20)

Assume an organization and study its operations management, type of manufacturing system. Submit a report.

**Q. 2.** Assume an organization and enlist various factors considered for finalizing its location and layout. Submit a report. (20)

**Q. 3. A)** Define Productivity and explain factors affecting productivity in an Organization (10)

B) Explain the concept of Just-In-Time manufacturing. (10)

**Q.4 Short Notes (Any Four)** (10)

- a. Types of automation.
- b. Objectives material handling
- c. production planning and control function
- d. Operation Management Decision
- e. Scope of Operation Management

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Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal. Walwa, Dist. Sangli 415407  
Sub.- Research Methodology

**Instructions:**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q1.**

- A) Frame suitable questionnaire for finding out the "Impact of mobiles" on the usage of other electronic product like camera, radio etc. 10
- B) A simple random sample is to be taken from a population of 50,000 sales invoices to estimate the mean amount per invoice. The standard deviation of the population is 4,000. The allowable error is 200 and the confidence is 90% ( $Z=1.64$ ). What size of sample is appropriate? 10

**Q2.** Define research. State the type of research and the scope of research in management. 20

**Q3.** Define sampling design. Explain types of sampling design. 20

**Q4. Short Notes (Any Four)** 10

- a. Techniques of collecting qualitative data
- b. Scaling techniques
- c. Data Processing
- d. Primary Data
- e. Research Process



**Shri.VenkateshwaraShikshanSanstha's**  
**Venkateshwara Institute of Management (M.B.A.)**  
 Peth Naka, Tal: Walwa, Dist: Sangli 415407  
**Sub:- Business Intelligence and Analytics**

*Instructions:*

1. *Question No. 1 and 4 are compulsory*

2. *Attempt any one from Question No 2 and 3*

Q 1. Obtain an optimal solution to following transportation problem 20

Factory / Warehouse	W1	W2	W3	W4	Factory Capacity
F1	19	30	50	10	7
F2	70	30	40	60	9
F3	40	8	70	20	18
Warehouse Requirement	5	8	7	14	

Q 2. Obtain an optimum solution to the following transportation problem 20

	D1	D2	D3	D4	Supply
O1	23	27	16	18	30
O2	12	17	20	51	40
O3	22	28	12	32	53
Demand	22	35	25	41	

Q 3. Determine an Initial Basic feasible solution to the following T.P. using both NWCR and VAM and compare initial transportation costs. 20

	I	II	III	IV	V	Supply
A	3	4	6	8	9	20
B	2	10	1	5	8	30
C	7	11	20	40	3	15
D	2	1	9	14	16	13
Demand	4	6	8	18	6	
	0					



Q.4 Write short notes on (Any Four)

10

1. Business Intelligence types
2. Business Intelligence life cycle
3. Factors of Business Intelligence system
4. Enterprise performance life cycle
5. Business Intelligence strategy
6. Role of Business Intelligence in modern business





Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub: - Compensation Management**

**Instructions:**

- 1) Question no. one is compulsory.
- 2) Solve any two from question no. 2 to 4.

**Q. 1 Solve the case**

20 M

The pay of the sales personnel at Hirani Laboratories was quite high as compared to the industry standards. Though the pay initially attracted the employees to the organization, they did not stick on for more than year or two. A survey was carried out in which the reasons for employee turnover were identified. The results of the surveys showed that the employees were not satisfied with the amount of freedom & responsibility given to them at work. The HR Manager felt the company lacked effective non-monetary incentives.

- a) Analyse the case
- b) Give suggestions to HR manager to implement various non-monetary incentives that firms can offer to satisfy their employees.

**Q. 2 Design market competitive pay plan for the reputed Automobile industry and also prepare flexible/catereria style compensation**

20 M

**Q. 3 Identify potential compensation package offered to an employees of an U.S business who has been given an opportunity to work in a foreign site.**

20 M

**Q. 4 Develop in detail an outline of the various components of the typical Employee benefits program in IT sector industry**

10 M



Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub: - Corporate Restructuring and Liquidity Management**

Instructions:

- 1) Question no. 1 is compulsory.
- 2) Solve any two from question no. 2 to 4.

**Q.1** Company 'A' Ltd. wants to acquire to 'T' Ltd. by exchanging 0.5 of its shares for each share of 'T' Ltd. 20

Particulars	'A' Ltd	'T' Ltd
PAT	18,00,000	3,60,000
Equity share	6,00,000	1,80,000
EPS	3	2
PE	10 times	7 times
Market value (per sh.)	30	14

1. Calculate no. of equity share require to be issued by 'A' Ltd. from Acquisition 'T' Ltd.
2. What is the EPS of 'A' Ltd. after the acquisition?
3. Determine the equivalent the EPS of 'A' Ltd.
4. What is expected market price per share of 'A' Ltd. after acquisition, assuming its PE ratio remains unchanged.
5. Determine the market value of Merger firms.
6. Calculate SER ratio.

**Q.2** Prepare cash- budget for XYZ Ltd. On the basis of following information. For the 6 months started from April 2008 cost and prices remain on chain and firm maintain minimum cash balance of Rs 4,00,000 for which bank overdraft may be availed require. Cash sales are 25% of total sales and 60% credit-sales are collected in the next month following the sales. 30% are collected next month of 10% next in following of month.

No bad debts are required. 20

Sales forecast are as follow



Month	Rs.
-------	-----

Jan	12,00,000
Feb	13,33,333
Mar	16,00,000
April	6,00,000
May	8,00,000
June	8,00,000
July	12,00,000
Aug	10,00,000
Sept	8,00,000
Oct	12,00,000

Purchase and wages are as follows.

Month	Purchase	Wages
Apr	6,40,000	1,20,000
May	6,40,000	1,60,000
June	9,60,000	2,00,000
July	8,00,000	2,00,000
Aug	6,40,000	1,60,000
Sept	9,60,000	1,40,000

Quarterly interest payable Rs 30,000 rate payable Rs 8000 p.m Capital expenditure in sept  
Rs. 1,20,000

Q.3 Alpha Ltd. wishes to acquire Beta Ltd. Other related information is given below. 20

Particular	Alpha Ltd	Beta Ltd
EAT	1,00,000	20,000
ES outstanding	50,000	20,000
EPS	2	1
Market price per share	20	8

Calculate

1. SER based on Market Price
2. Determine no. of share acquired to be issued by Alpha Ltd. for acquisition of Beta Ltd.
3. EPS after acquisition.

Q. 4 Company XYZ Ltd. having declared as a sick unit. As a finance manager find out reasons for sickness and suggest remedies to recover from sickness. 10



**Shri. Venkateshwara Shikshan Sanstha's**  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal: Walwa, Dist: Sangli 415407  
**Sub: - Corporate Social Responsibility**

**Instructions:**

- 1) Question no. one is compulsory.
- 2) Solve any two from question no. 2 to 4.

**Q.1** a) A corporate body is made up of varying categories of personnel, operating at various levels with different responsibilities and rights. Describe five points you will take into consideration while drafting the code of ethics to be implemented in your organization. **10 M**

**Q.2) Answer any 2 of the following: 20 M**

a) Discuss about Indian values and ethics.

b) Differentiate between charity and philanthropy with examples of organizations engaged into it.

a) Based on the social responsibility core subjects of ISO 26,000, an organization has to define internal requirements. Illustrate two different action plans that would be acceptable to verify the implementation of the requirement.

**Q.3) Answer any 2 of the following: 20 M**

a) Illustrate the effect of globalization in the context of CSR practices adopted by various MNC's.

b) Illustrate current trends and opportunities in CSR as a strategic business tool for sustainable development from Indian and global perspectives.

c) Appraise the measures taken by various organizations to reduce the ecological footprint with examples.

**Q.4) Write any four Short Notes 10 M**

a) Mention any two characteristics of Good corporate Governance.

b) Give any two strategic advantages of CSR.

c) State the meaning of charity.

d) What is the tween sustainable development and g development?

e) Write any two key public sector roles in CSR. In different organizations with examples.





**Shri. Venkateshwara Shikshan Sanstha's**  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal: Walwa, Dist: Sangli 415407  
**Sub: - Human Resource Development**

**Instructions:**

- 1) Question no. one is compulsory.
- 2) Solve any two from question no. 2 to 4.

**Q.1**

The K mart is well known reputed shopping mall is known for its consumer attracted services & pricing strategies. K mart is mostly known for its daily discounts which makes it different from other famous & well known shopping malls.

K mart is having two malls in Kolhapur City. Mr Anay Sharma is the Senior Manager who is headed both of these branches. Mr Vinay Patil & Miss. Kirti Yadav both are Head Mall Managers for both malls.

For the sales & Cash Counters K mart is hiring local personnel from local areas.

But the problem arises where in Peak Seasons like Deewali, Summer vacations, they need more persons in that particular period. For this K Mart is having policy to recruit persons on a temporary basis & on daily remuneration basis.

They are hiring local young girls & boys who are having basic qualification to become a Store or Floor Assistant.

Mr Vinay & Miss Kirti both think that temporary workers who are handling maximum crowd in peak season are more efficient for the work. So both this managers wants to convey Mr Anay to think on a change in policy for recruitment. They want few of this should consider to work on regular basis for the better results in sale & service. Whereas Mr Anay is not that much in favour to change basic policies of organization.

Q1. Analyse the case.

Q 2. If you are in the place of Vinay/ Kirti how you will convey your senior about situation in above case.

Q 2. Radhika has worked at the company for six months. She has learned her responsibilities and has adapted to the environment very quickly and smoothly. Her co-workers have not



adapted to her, however. Priya her colleague states, "Radhika is a good worker, but all she does is criticize everybody and everything. I don't like to associate with her."

Radhika's co-workers have now come to see you in the HR Department. Outline your response to them as HR manager.

Q.3. As an HR specialist, you are responsible for recruiting candidates for department job openings. Final hiring is done by the department that has the opening. The Travel Department currently has an opening for an administrative support person. You have identified a qualified candidate for the position and forwarded the resume to the department head.

The department head has also identified a preferred candidate for the job and has forwarded you that resume to be screened.

The two candidates have similar educations. Both graduated from the same college with similar degrees. Candidate 1, your candidate, has spent the last two years working for a temp agency in a variety of administrative support positions. This candidate has strong office and computer skills. This candidate is a member of an EEOC protected class.

Candidate 2, the preferred candidate of the department head, has spent the last two years working at a ski resort and has basic computer and office skills. The head of the Travel Department intends to hire candidate 2. What do you do?

Q.4. Several customer complaints were made to the management of your company about the poor service of the sales associates. Most of the complaints were mentioned as taking place between 1 PM to 2 PM.

Experienced sales associates received their choice of lunch hours. Most went to lunch between 1 PM to 2 PM. This left the newer, inexperienced people to handle the customers. Customer traffic is quite heavy during this time.

What, if any, policy exists in the manual concerning employee lunch hours?  
Is there anything you as HR specialist can do to help this situation?



**Shri. Venkateshwara Shikshan Sanstha's**  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub: - Indian Financial System**

Instructions:

- 1) Question no. 1 are compulsory.
- 2) Solve any two from question no. 2 to 4.

Q1- a) Case Study

Finance is the Life-Blood of an industry. Capital Market is for long term lending and borrowing. After Globalization radical changes are brought out in Indian Capital Market. It has attracted Foreign Investors. Uncertainty and risks are common.

1. State the components of Indian Capital Market. 10
2. Explain the reforms introduced in Capital Market since 1991. 10

Q2- a) Case Study

Insurance is a social device to reduce the risks of loss to life and property. Here, the risk is shifted from a person to an insurance company. The insurance company is a professional risk taker. However, the insurance company cannot prevent, control or eliminate the risk. It only guarantees the payment of compensation in case of loss caused by the risk. Thus, Insurance does not eliminate the risk but shifts the risks.

1. State the growth of Insurance Company in India. 10
2. What are the pains and gains of Privatization of Insurance Company? Explain. 10

Q3- Case Study

The reserve bank of India is the central institution of the country that manages all major monetary policies of India. Economic stability, growth and exchange rate stability are the objective of monetary policy. RBI has shifted its policy from tight to liberal monetary policy since 1991. The current statutory liquidity ratio (SLR) IS 18.25 p.a. It has cut the repo rate also.

- A) What are the functions of RBI (10)
- B) What tools are applied by RBI to achieve the goals of monetary policy? (10)

Q 4- Case Study

State the major component of Indian financial system. (10)





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Peth Naka, Tal. Walwa, Dist. Sangli 415407  
Sub:-Advertising & Sales Management

**Instructions:**

1. Question No. 1 is compulsory
2. Attempt any two questions from Q. No 2 to Q. 4

Q.1. Analyze the Case Study and answer the questions given at the end:

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**Introduction..**

On April 27, 2002, Christian Skroder (Skroder), vice president Tupperware company (Tupperware), felicitated about 900 star performers of Tupperware India, the Indian subsidiary of the \$1.1 billion Tupperware company in the US. Skroder said that India was one of the largest markets for the company's products. The company has achieved a growth rate of 40% within four years of its entry in the Indian market. In 1996, the company had a turnover of Rs. 100 million, which according to analysts was an achievement in itself and in 2000, the company's turnover touched Rs. 570 million. Commented Rajan Chabba, deputy managing director of KSA Technopak, a retail consultancy, "At launch, Tupperware did a phenomenal job of creating a base in India and it has been growing ever since." According to analysts, Tupperware India performed better than most of the other foreign direct selling companies in India. This was because it was focused on achieving its targets both in terms of sales as well as segments. The company was growth driven and pushed the direct-selling method well. Tupperware India aimed at becoming the No. 1 direct selling company in India, by 2004.

**Background Note**

In 1937, when Earl Silas Tupper worked in Dupont's plastic division in Massachusetts, he transformed a piece of black polyethylene slag, a waste product produced in crude oil refinement process, into a resilient, tough, non porous, non greasy and translucent substance. He created many light weight, non breakable containers such as cups, plates, bowls etc. with this substance. Earl S. Tupper founded the Tupperware company in 1938. During the Second World War, the company concentrated on moulding parts for Navy signal lamps and gas masks. After the war,





the company turned its attention to manufacturing plastic products for the growing consumer market. Its first consumer products were a bell shaped flexible container called the Bell Tumbler and the Wonderlier Bowl (a round bottomed bowl with a lid). These products were superior to the traditional glass and crockery as they were unbreakable, Tupperware products were durable and were also easy to handle. They came in various attractive colours and shapes. At a time when Americans used glass and crockery to store and serve food items, Tupperware provided a more durable and reliable alternative. Tupperware also designed the renowned air-tight, liquid proof lid in 1946. It was modelled on the inverted rim of a paint can. This lid prevented spillage and wilt age of the stored items and kept them fresh for a longer time. From its inception, Tupperware faced challenges in marketing its products. In 1946, though the Tupperware plastic products were introduced in hardware and department stores, they failed to generate demand. It became clear that the company needed to educate the consumers about the quality and properties of the products. In the late 1940s, Brownie Wise, who was selling household products for Stanley Home Products was hired by Tupperware. She gave Tupperware its unique "Party Plan" method of marketing. In 1948 Tupperware's first Home Party was conducted. Here, Tupperware products and their uses were demonstrated to consumers. These demonstrations helped the company to explain to the customers, the quality, the usage and the reasons for higher cost of its products.

Brownie Wise was appointed the Vice President of the Tupperware company in 1951. She removed all Tupperware products from retail outlets and marketed them through the Party Plan method. The company concentrated on women as their prime sellers and consumers.

#### **Tupperware in India**

Tupperware entered India in November 1996. It started its operations from New Delhi. It appointed 15 distributors in the first 12 months itself. It achieved this by directly recruiting candidates and training them, through a specially designed 14 week training program in Delhi and Mumbai. According to Pradeep Mathur, the then managing director of Tupperware India, as the concept of direct selling was new to India, Tupperware had to sell the direct selling concept and its 'Party Plan'.

#### **The Tupperware Model**

Tupperware, though a direct selling company, differed from other direct selling companies. It adopted a three-tier network structure which made operations easier for the



company. Amway, another direct selling company, followed a model where the distributors were the centre of the model. They played multiple roles of retailers / distributors, sales agents, advertisers and promoters (word of mouth) for the suppliers' products.

### Marketing Strategy

Tupperware's marketing strategy was described by its three Ps-Product, Party Plan and People. The Tupperware products carried a life time guarantee. Any damaged product (cracks or breaks) could be replaced by same / similar new Tupperware product from any place in the world. Mathur said, "Our product has been seen the corner stone of our success for many years."

### Future Outlook

Tupperware was gaining fast recognition in the Indian market. Its 'Party Plan' worked well because it fitted in the urban and semi urban culture of 'kittle party'. By 2002, the company expanded its operations to more than 35 cities in the country. The company did not face any major competition from other plastic wares in India, as the quality of Tupperware goods was much better. However, Tupperware India competed with manufacturers of steel containers as Indian consumers used steel containers to store and carry food.

### Questions:

1. How Tupperware changed its marketing methods to suit the needs of Indian consumers ?
2. Explain the unique selling method of 'Party Plan' and 'Kittie Party' adopted by Tupperware to sell its products in Indian market.
3. Compare and contrast the direct selling strategy of Tupperware with Amway.

Q.2. While buying any goods and services, carefully notice the behaviour of the salespersons and note down the various qualities he/she posses. 20

Q.3. Select mobile phone or Computers or Tea or Hotel or Educational Institute, set budget for its advertisement and prepare media plan. 20

Q.4. Choose a successful Indian company of your choice which has got a phenomenal alliances and partnerships and explain its supply chain management & logistics operation in a detailed manner. 10



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**Sub:-Buying Behavior and Brand Management**

Instructions:

1. Question No. 1 is compulsory
2. Attempt any two questions from Q. No 2 to Q. 4.

Q1. Analyze the Case Study and answer the questions given at the end.

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The "Meine desh ka namak khaya hai" TATA advertisement campaign in 2002 offered viewers an instant connection. In India, salt and loyalty have been associated from time immemorial.

"Namak Halal" and "Namak Haram" are commonly used terms for honest and dishonest people respectively. According to cultural connotations, after consuming salt at a person's house the one who has consumed the salt should not cheat his/her host. The campaign connected with the consumer at an emotional level.

TATA Chemicals Ltd (TCL) started manufacturing salt in 1939 after establishing a solar salt works at Mithapur, Gujarat. It pioneered the concept of iodized and vacuum-evaporated salt in India in the early 1980s and created a need that was not felt by consumers before.

Interestingly, the opportunity came accidentally, when in 1983, the company needed fresh water for its boilers that produced soda ash at its Mithapur plant in Gujarat. As fresh water was scarce in the area, the company began processing sea water.

Salt of high quality was the by-product. Estimated to be worth Rs. 10 billion, TATA has a 21% share in the packaged iodized salt industry in India.

According to A.C. Neilson in Brand Track 2002-03, 90% of the people surveyed across the country had tried TATA salt at least once. The salt market is pegged at five million tones out of which 1.5 million tones are of the branded variety. TATA salt leads the market with a 40% share.

According to analysts, TATA was able to get the leadership position in the category as it had the first mover advantage. Some competing brands include Annapurna from HLL, Dandi from Kumwar Ajay industries, Shudh from the Mirza Group, Captain Cook from DCW Home foods, Ashwazad from the ITC stable, besides some international brand like Cargil and Congra.

From 'vacuum-evaporated' to 'iodized' from 'free flow' to 'dandedar', one does not see much brand differential among competitive brands, hence the need for a strong and memorable advertising plank and better packaging.





One finds vigorous advertising by major players in the mass media. Looking at the overseas potential, TATA, according to industry buzz, is exploring the Middle East market and those of neighboring countries like Nepal and Bangladesh.

Tetley's overseas distribution network could come in handy for marketing the salt in these countries. In order to expand the user base, TATA salt that is priced at Rs 8 per kilogram, against un-branded salts at Rs 3-4 per kg. The company has launched its economy brand 'Samundar' at Rs 5 per kg.

Purity, trust, and value have been the planks of its communication strategy. The earlier catch-line, 'Namak ho TATA ka, TATA namak', when more competitors came into the market, and the need for an emotional bond was felt. Besides an aggressive approach to branding, the company improved packaging, sales, and supply chain management.

According to company sources, consumer research by TATA Chemicals in June 2002 revealed that people had a sense of insecurity and disgust for corruption, which they thought were eroding Indian democracy.

The insights that the research provided helped in tapping patriotic and nationalist favor. TATA took the opportunity to be associated with the universal theme of 'remaining true to one's salt and to one's country'.

This was the philosophy behind the 'Meine desh ka namak khaya hai' tagline. The new packaging, with the visual of delectable cuisine, backed this. 'Vacuum evaporated' and 'iodized' were clearly written on the pack a plank that other competitors also used.

The advertisement with the visual of a banana leaf and a pinch of salt in a corner (a traditional serving in south India) with the headline 'To Indian housewives, our salt always comes first' and the catch line 'Meine desh ka namak khaya hai' was considered by analysts as amongst the greatest advertisements when it appeared.

In order to connect with communities, TATA salt has used public relations to sustain the brand on a long term basis. Since the launch of the 'Desh ka namak' campaign in 2002, during some specified months, a small percentage of money that accrues from the sale of TATA salt is set aside for economically disadvantaged children. In the two years since the launch, 25,000 children have been provided with one year of education.

## QUESTIONS

1. Salt is a generic product and is basic to human existence. Why then in your view, is there so much competition and rigorous marketing in this category?
2. Who are the major players in the branched salt category, and what are their advertising planks?

Q2. Read the following case let and answer the question.

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Martin Incorp. was a company carrying on business in cosmetics and perfumes. It was not following the marketing concept and was catering to a target market which was using its products. In other words, it only concentrated on what it would make, and did not bother about



changes in preferences of its target market. It was later joined by Mr. Ash, a marketing graduate who advised the company regarding the changing consumer preferences, and the changes that were necessary to be incorporated in the product. He emphasized upon the income factors and social factors only. He modernized the products to a great extent, and invested about 30 lakhs on new packing, etc. Even after six months of these changes brought about by him, the company did not seem to have a proportionate increase in sales. The assistant manager and the product manager were not very happy with the changes, and thought that although an effort has been made in the right direction, some important factors concerning consumer behavior had been neglected.

#### QUESTIONS:

1. Do you agree with the assistant and product managers, and why?
2. What other factors, if any, could have been considered? Elaborate in detail.

Q3

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- A) Find any product and explain the factors influencing buyer behavior and purchase decision.
- B) What, in your view, are the cultural and other grouping influences that result in food preferences? List the influences.

Q4. Select any instant food product explain its brand positioning and brand strategy

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**Sub:-Strategic and Change Management**

**Instructions:**

1. Question No. 1 and 4 are compulsory
2. Attempt any one from Question No 2 and 3.

Q. 1. Case Study :

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Nokia was the world's dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global smartphone market, and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret : Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company, moving in and out of many different businesses—paper, electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen-nineties, anticipating the rise of cell phones, executives got rid of everything but the telecom business. Even more strikingly, Nokia was hardly a technological laggard—on the contrary, it came up with its first smartphone back in 1996, and built a prototype of a touch-screen, Internet-enabled phone at the end of the nineties. Nokia was acclaimed for its marketing, and was seen as the company that had best figured out how to turn mobile phones into fashion accessories.

The car once touted as the world's cheapest, Tata Nano, seems to be running into a dead end as sales and production is down to a trickle. The poor demand has resulted in Tata Motors dealerships not placing new orders for the car in the last three to four months. Launched in 2009 to much fanfare, Tata Motors sold 30,350 units of Nano in FY 10, as per Society of Indian Automobile Manufacturers (SIAM) data. Interestingly, the sales more than doubled in FY 11 to 70,432 units, but quickly reached a plateau in the following year (FY 12) with only 74,521 units sold. Tata Nano, touted as the World's Cheapest Car and Ratan Tata's dream venture, has probably seen the end of its lifecycle. The company has plans to bring production to a complete halt following minuscule sales.

There was zero production reported during the month of January 2019. Similarly in terms of sales, there were no sales of the Nano in domestic markets in January 2019 while in January 2018, sales stood at 62 units. It was also in terms of exports that the company failed to ship a single unit of the Tata Nano in January 2019.

**Question :**





Do a strategic analysis of where Tata Motors went wrong with Nano?

Q2. Read the following case let and answer the question.

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There are not many women in the position of leadership in corporate India. The growth of women in the corporate world had been slow, probably due to the glass ceiling and role stereotypes. Barring a few females who have made it to the top, others have only reached till the middle/senior level of management. Family and social support and education level are important factors leadership in the business world. Besides, family has priority over career for women in India.

Thus few women cut through all the barriers and reach the top. One such example is Naina Lal Kidwani, Chairperson and Managing Director, the HSBC investment banking and securities business in India. According to her, in India, "There is an extended family of mothers, sisters and mothers-in-law ready to step in along with the easily available domestic help. However, despite these advantages in the urban middle class in India, women are only now entering the corporate world.

- A) What are the barriers for women to become corporate leaders?
- B) What competencies are needed by women to succeed in corporate life? Are those same or different than men?

Q. 3 What are various corporate level strategies? Explain in detail.

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Q. 4 Write short notes on (Any four)

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1. Stability Strategy
2. Mission
3. Strategic Management
4. Strategic Control
5. Change Agents
6. Resource Allocation



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Sub: - Contemporary Issues in Marketing

**Instructions:-**

1. Question No. 1 and 4 are compulsory.
2. Attempt any one from Question No 2 and 3

**Q.1 Analyse the case**

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Mr. Verma of Master Detergent was a worried person; another competitor had launched a special pack of a Detergent with a very competitive price and very aggressive advertisement and Sales promotion schemes. The flagship brand of the company MAST was taking a beating in the market and sales were going down. The company Master is an old company existing for more than 60 years and has strong brand equity in the Rural market. The products of the company are well known and command a premium and have a niche place in the rural market, there are also other products as Soaps, Shampoos and other consumer goods the company offers. The New Company does not have the long Range of products Master has but is strong on Raw materials buying and thus offers very low prices to attract customers this according to Mr. Verma is a big strength. Mr. Verma is sitting in his office trying to find a new marketing strategy to regain the lost market share.

**Questions:**

- a) Please help Mr. Verma in his endeavor to regain the lost share and increase brand presence.
- b) Should Mr Verma create a separate marketing strategy for the rural markets? Explain.
- c) Suggest a suitable rural promotional strategy for promotion of the detergent powder.

**Q.2**

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A marketer of Cotton Shirts in India is planning to go international. He has hired your services as a consultant.

- a) What segmentation, targeting and positioning strategies he has to undertake to understand in overseas markets?
- b) List the global marketing mix strategies has to prepare.

**Q.3**

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Think of recent campaign that you came across on the digital landscape (website/social media etc.). Did you like or dislike campaign? What were the reasons for the same?

**Q.4**

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If you would get a chance to organize an corporate event like launching of Cold drink brand. What innovative ideas would you incorporate in the current shape of this event to increase the sales and revenue.



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**Sub:- Industrial Relations & Labour Laws**

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**Instructions:**

- 1) Question no. 1 & 4 are compulsory.
- 2) Solve Any one From Question No. 2 to3.

1. Read the case and answer the questions below it.

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Karunya Fertilizers and Chemicals Ltd. is a medium sized company engaged in the production and distribution of chemicals. There are 9500 workers. There are trade unions of the employees. Mr. Ashok Varma is Director (HR) who has newly joined the company.

Mr. Varma after discussion with trade unions found that unions felt that they are not given adequate representation in the management. Management was never convinced of the benefits of WPM.

However, Mr. Varma managed to convince the Board of Directors about the necessity of WPM and made them provide due representation of the workers and their representatives.

In the subsequent management union meeting, the management agreed to establish councils at three levels of the organization-corporate level, plant level and shop-floor levels. It also agreed to include an elected worker-director at the board level.

Initially the unions cooperated with the organization. But slowly workers representatives began to resist the decisions of management. It was found that workers representatives were accused of supporting management for pecuniary benefits. These charges were made by rival unions.

The management was worried about the undue delay in the decisions and need of the councils. HR director was asked to provide solution on these problems.

**Questions :**

- a) Analyse the case and find out the problems
- b) Do you support the idea of workers participation in management?
- c) If you were HR director, how would you solve the present problems?

Q2. Read the case below and attempt the questions

(20)

Jenny has been a secretary in your office for seven years. The atmosphere in the office is relaxed and friendly, and staff often refer to it as one big family. Everyone get along and seems to like each other. Over the last year, though, you have noticed that Jenny spends a lot of time taking personal calls on her cell phone, and chatting with clients and the other secretary about non-work subjects. The other two managers have both complained to you that they think it is beginning to interfere with the productivity of the office.

Jenny has received an overall performance rating of Exceeds Expectations over the past three years. Jenny is sometimes overly sensitive, so you are not sure how she will react to your addressing the situation.





Q 1. As Jenny is manager, how should you handle this situation?

2. If you was Jenny what may be your reply to letter?

Q 3. A) Explain the factors affecting Industrial Relations: (10)

B) Explain the process of Collective Bargaining (10)

Q 4. Short Notes (Any Four) (10)

A. Sexual Harassment Law

B. Three Actors in IR

C. Trusteeship Approach in IR

D. Measures for settlement of Industrial Disputes

E. Layoff & Retrenchment

F. Central Trade Unions in India

G. Quality Circles



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**Venkateshwara Institute of Management (M.B.A.)**

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Sub: - Employability Skills

**Instructions:**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

**Q1.** Moving out of Your 'Comfort Zone': Your comfort zone represents a space in which you feel comfortable and not challenged; a place in which you find the least amount of resistance. This may be an actual space like at home, but also relates to specific situations. For example, if you know the answer to a question in class but choose not to put your hand up, this might indicate that you are staying in your comfort zone, whereas standing up and speaking in front of people might represent being out of your comfort zone. Embracing change, challenging yourself, and moving beyond your comfort zone is an important aspect of change, and one that has significant bearing on growth and development.

Please complete the following exercise. Take a moment to think about how you view change and doing new things (are you comfortable with change, do you try and avoid it) and what your comfort zones are.

Answer the following questions in the space provided.

1. What are some examples of your comfort zones (e.g., not interacting with new people, staying at home etc.)?
2. What do you think keeps you from moving outside of your comfort zones?
3. Please write about a time when you deliberately did something new and challenging, why did you do it? What was the outcome/reward?
4. Please write about a situation in which you feel you would benefit from pushing your comfort zone. What is stopping you from doing this? What is the potential gain from doing this? **20**

**Q2.** What is Business Analysis? Explain Business Analysis Process and Types. **20**

**Q3.** What is problem solving? Explain Steps in effective problem solving behavior and Mental Blocks to problem solving **20**

**Q4. Short Notes (Any Four)** **10**

a. Adaptability



- b. Communication
- c. Creative thinking
- d. Microsoft Office
- e. Problem Solving process





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**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist: Sangli 415407

Sub: - Innovation & Entrepreneurship

**Instructions:-**

1. Question No. 1 and 4 are compulsory.
2. Attempt any one from Question No 2 and 3.

Q-1 Analyse the case.

20

One day 2 or 3 billion people will have cell phones, and they are all not going to have PC's," says Jeff Hawkins, inventor of the Palm Pilot and chief technology officer for Palm One. "The mobile phone will become their digital life," Hawkins predicts. After a slow start, mobile phones have become more ubiquitous- there are 1.5 billion in the world today- and smarter. Today's most sophisticated phones already have the processing power of a mid-2010s PC while consuming 100 times less electricity. The phones are used to send e-mail, browse the web, take pictures, and play video games. Hawkins predicts that within the next few decades all phones will be mobile phones, capable of receiving voice and internet signals at broadband speeds, and that mobile-phone bills will shrink to a few dollars a month as phone companies pay off their investment in new networks. New smart phones in the works include Palm's pocket-size Treo600, with a tiny keyboard, a built-in digital camera, and slots for added memory; and Motorola's MPx, which features a "dualhinge" design. The handset opens in one direction and appears to be a regular phone, but it also flips open on another axis to look like an e-mail device, with the expanded phone keypad serving as a small, conventional qwerty keypad.

Being witnessed with the tremendous growth in the mobile phone market all over the world, it became inevitable for the companies dealing with mobile phones to launch/upgrade a new version or new mobile for every six months. The utility of the mobile phone increased drastically in the daily lives of the people and being considered as 'extended organ' for the human race.

**Questions:-**

- i. At this junction, if you are an Entrepreneur in the mobile phone market in India, how do you assess the future demand for mobile phone market in India?
- ii. What are the factors to motivate Indian consumers for using smart phones?

Q2. Solve the following Caselet.

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Mrs. Renu Gupta was an intelligent, creative and energetic woman. In spite of being a M.Sc. in chemistry, she was a homemaker. She wants to supplement her family income, but did not want to opt for a job. She met an American who was interested in artificial jewellery. She got that jewellery done through local artisans and then showed them to the American customer, who was highly appreciative. Later on few arrangements were made and Renu managed to get few orders from the Americans.

After the success of one order, slowly she started expanding her business in global markets. Together with bank loans and money from friends and relatives, she floated in export markets. Besides jewellery, she tried her hand in cane furniture also. She discovered that there was less competition in case of cane furniture. She would hold exhibitions to sell out cane furniture's in domestic markets as well.

Through observations, direct interactions with the customers and reading she formed practical ideas about the type that would appeal to Western customers. Thus, slowly and gradually she could sell out in domestic as well as in global markets.

Later on, she stopped taking part in exhibitions and thus did not allow anyone to see her designs. Only trusted employees were allowed to see the designs and since employees were happy and satisfied, there was no question of any breach of trust.

- A) Identify the work environment of Renu Gupta 10
- B) Identify the advantage of Renu Gupta as a women entrepreneur. 10

Q3 a. What is rural entrepreneurship? Discuss the problems of rural entrepreneurship. 10

b. Elaborate on unethical issues. Highlight the approaches for managing unethical issues. 10

Q4 Short Notes (Any Four) 10

- a. X-efficiency theory
- b. Function of women entrepreneurs
- c. Entrepreneurial profile Hanmant Gaskwad (BVG)
- d. Hagen's theory of Social change
- e. Entrepreneurial profile Narayan Murthy
- f. Ela Bhatt(SEWA) entrepreneurship profile



Shri. Venkateshwara Shikshan Sanstha's  
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Peth Naka, Tal: Walwa, Dist: Sangli 415407  
Sub: - International Finance

**Instructions:**

- 1) Question no. 1 is compulsory.
- 2) Solve any two from question no. 2 to 4.

- Q. 1 Exchange Rate Can \$ 1.317 per US \$ (Spot) (20)  
Can \$ 1.2950 per US \$ (6-month Forward)  
6-month Interest Rate US \$ 10%  
Can \$ 6%  
Work out the possibilities of Arbitrage Gain.

- Q. 2 Covert the following rates into outright rates and indicates their spreads. (20)

	Spot	1 Months	2 Months	3 Months
Rs/\$	35.6300/25	20/25	25/35	30/40
Rs/L	55.2200/35	40/30	50/35	55/42
Rs/DM	23.9000/30	30/25	40/60	45/65

- Q. 3 Assume any bank branch to understand foreign exchange procedure and exchange rate risk coverage. (20)
- Q. 4 Submit Report on Foreign Direct Investment in details (10)
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Shri. Venkateshwara Shikshan Sanstha's  
**Venkateshwara Institute of Management (M.B.A.)**

Peth Naka, Tal: Walwa, Dist: Sangli 415407

Sub: - Investment Management

Instructions:

- 1) Question no. 1 is compulsory.
- 2) Solve any two from question no. 2 to 4.

Q.1 Case study-

Mr Avinash has join Reliance as Assistant Manager after completion of his degree in MBA. Currently his salary Rs. 100000 P.M.

He does not has saving for investment. He has their own house for which he repaid Rs 10000 per month. He has dependent on parents and younger brother in his family.

- A) Define Investment Objectives-
- B) Define Investment Constraint-
- C) Calculate Tax liability
- D) Advice the investment plan to Mr. Avinash

20 Marks

Q.2 Return on security of Wipro and Infosys for last five years is as follows.

Sr. No.	Years	Wipro return	Infosys return
1	2007	9%	10%
2	2008	5%	6%
3	2009	5%	12%
4	2010	12%	9%
5	2011	16%	15%

Calculate Variance.

20 Marks



Q.3) Collecting the information about various investment avenues, comparing them with each other and analyzing risk associated with them.

Q.4)

a) Collecting information about selected mutual funds schemes and compares them with each other.

10 Marks

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**Sub: - Organizational Development**

Instructions:

- 1) Attempts any five questions.

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Q. 1 How does the alignment of strategy, structure, and shared values contribute to organizational effectiveness according to the 7S Framework? 10 Marks

Q. 2 What are the key stages involved in the process of organizational development, and how do they contribute to organizational effectiveness? 10 Marks

Q. 3 What is the role of negotiation in resolving conflicts and fostering positive outcomes in organizational Development? 10 Marks

Q. 4 What are the key considerations and potential impacts of implementing structural interventions in an organization's change process? 10 Marks

Q. 5 What is the significance of conducting a correct and comprehensive diagnosis in the success of organizational development initiatives? 10 Marks

Q. 6 What are the typical stages of team development, and how do they impact the overall effectiveness and cohesion of a team? 10 Marks

Q. 7 How does the Six Box Model contribute to assessing and improving organizational effectiveness by considering the interplay between its six key elements? 10 Marks





**Shri. Venkateshwara Shikshan Sanstha's  
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Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub - Service Marketing and Retail Marketing**

- Instructions:
- 1) Q No.1 and 4 are compulsory.
  - 2) Attempt any one from Q No. 2 and 3.
  - 3) Figures to the right indicate full marks.

**Q. 1 Case study**

**20 Marks**

Uber is a global transportation network company that provides ride-sharing, food delivery, and other services through its mobile app. One of the key aspects of Uber's success lies in its service marketing strategies, which have helped them disrupt the traditional taxi industry and become a dominant player in the market.

**Questions:-**

- 1) How did Uber leverage service marketing strategies to differentiate itself and gain a competitive advantage?
- 2) How did Uber's focus on convenience, transparency, customer experience, and branding contribute to its success in the transportation industry? Discuss the impact of these service marketing strategies on customer adoption and loyalty.

**Q. 2** Suppose you are the marketing manager of a newly launched mobile banking service that aims to provide convenient and secure banking solutions through a mobile app. Outline a service marketing strategy to attract and retain customers for your mobile banking service. **20 Marks**

**Q. 3** Imagine you are the marketing manager of a newly established spa and wellness center. The spa aims to provide a high-end, luxurious experience to its customers. As the marketing manager, how would you design and implement a service marketing strategy to attract and retain customers? **20 Marks**

**Q. 4** You are the marketing manager of a fashion retail store that specializes in trendy clothing for young adults. Develop a retail marketing strategy to increase footfall, drive sales, and enhance customer engagement in your store. **10 Marks**



**Shri. Venkateshwara Shikshan Sanstha's**  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal: Walwa, Dist: Sangli 415407  
**Sub - Service Marketing and Retail Marketing**

Instructions: 1) Q No.1 and 4 are compulsory.  
2) Attempt any one from Q No. 2 and 3.

**Q. 1 Case study**

**20 Marks**

Uber is a global transportation network company that provides ride-sharing, food delivery, and other services through its mobile app. One of the key aspects of Uber's success lies in its service marketing strategies, which have helped them disrupt the traditional taxi industry and become a dominant player in the market.

**Questions:-**

- 1) How did Uber leverage service marketing strategies to differentiate itself and gain a competitive advantage?
- 2) How did Uber's focus on convenience, transparency, customer experience, and branding contribute to its success in the transportation industry? Discuss the impact of these service marketing strategies on customer adoption and loyalty.

**Q. 2** Suppose you are the marketing manager of a newly launched mobile banking service that aims to provide convenient and secure banking solutions through a mobile app. Outline a service marketing strategy to attract and retain customers for your mobile banking service.

**20 Marks**

**Q. 3** Imagine you are the marketing manager of a newly established spa and wellness center. The spa aims to provide a high-end, luxurious experience to its customers. As the marketing manager, how would you design and implement a service marketing strategy to attract and retain customers?

**20 Marks**

**Q. 4** You are the marketing manager of a fashion retail store that specializes in trendy clothing for young adults. Develop a retail marketing strategy to increase footfall, drive sales, and enhance customer engagement in your store.

**10 Marks**



**Shri. Venkateshwara Shikshan Sanstha's**  
**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal: Walwa, Dist: Sangli 415407

**Sub - Strategic Human Resource Management and International Perspective**

- Instructions: 1) Q No.1 is compulsory.  
2) Attempt any two from Q No. 2 and 4.

**Q 1) Read the following case carefully and answers the questions given below it. [20]**

Suresh Kumar was production manager for singer Industries Limited, a Noida-based electrical appliances company near Delhi. Suresh had to approve the hiring of new supervisors in the plant. The HR manager performed the initial screening.

On Friday afternoon, Suresh got a call from Anil Dhavan, Singer's HR Director. 'Suresh' Anil said, 'I have just talked to a young engineering graduate from a regional college who may be just who you are looking for to fill that supervisor job you asked me about. He has some good work experience in a multinational firm located in Pune, but at a lower salary level. He wants to come over to Noida where his parents live, Suresh replied, 'Well, Anilji, I would take care of the boy.' Anil continued, 'He is here right now in my office, I am sending him to you, if you are free.' Suresh hesitated a moment before replying, 'Great Sir, I am certainly busy today, but I can't afford to displease you either, sir, please send him immediately!'

A moment later, Ranga Rao, the new applicant arrived at Suresh's office and introduced himself. 'Come on in Rao', said Suresh. 'I will be right with you after I make a few urgent phone calls.' Fifteen minutes later, Suresh finished the calls and began interviewing Rao. Suresh was quite impressed. The merit certificates, the best suggestion award from previous multinational firm Rao's quick responses revealed the candidate's potential. Meanwhile, Suresh's door opened and supervisor yelled, 'We have a small problem on line number 5 and need your help.'

'Sure', Suresh replied, 'Excuse me a minute, Rao.' Fifteen minutes later, Suresh returned and the dialogue continued for another few minutes before a series of phone calls again interrupted him.

The same pattern of interruption continued for the next forty minutes. Rao looked at the watch embarrassedly and said, 'I am sorry, Suresh, I have to go now. I have to catch the train to Pune at 9 P.M.'

'Sure thing, Rao,' Suresh said as the phone rang again. 'Call me after a week.'

**Questions:**

- 1) What specific policies might a company follow to avoid interviews like this one?
- 2) Explain why Suresh and not Anil should make the selection decision.



3) Is it a good policy to pick up candidates through 'employee referral method'?  
Why? Or Why not? Explain keeping the case in the background

Q 2) Study the cross cultural practices of different countries and prepare a comparative report

Q 3) Assume any organization and study the 5-P model of Strategic HRM implemented and write the report.

Q 4) Formulate the HR strategy for the identified organization situated in nearest industrial area and prepare the report on it.

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**Venkateshwara Institute of Management (M.B.A.)**  
Peth Naka, Tal: Walwa, Dist: Sangli - 415407  
Sub.-Startups New Venture

**Instructions:**

- 1) Question No 1 and 4 are compulsory.
- 2) Attempt any one from Question No.2 and 3.

- Q1. Choose any product and prepare a business plan. 20
- Q2. A) Define forms of an enterprise. 10  
B) Define Incubation center. Explain Role and Importance of incubation center. 10
- Q3. Define Micro, small and medium Enterprises. Explain their types. 20
- Q4. Short Notes (Any Four) 10
- a. E-commerce
  - b. TOM
  - c. SIDBI
  - d. Sources of idea generation
  - e. Sources of finance



**2021-22**



Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-I

YEAR 2021-22

Date:-20/03/2022

Roll No.	Name of Student	OB	L&BE	IE&MC	MA	ME	ITM	SSD	PD
101	ASHTEKAR ROHIT PRAKASH	38	36	35	36	38	36	35	38
102	AGNIDHAR SAYALI SUNIL	38	39	30	34	38	39	30	38
103	BUCHADE PRIYANKA RAJARAM	26	28	30	26	26	28	30	26
104	CHAVAN SHUBHAM MAHADEV	30	38	39	36	30	38	39	36
105	CHAVAN SOURABH RAJENDRA	29	27	30	32	29	27	30	32
106	DESHMUKH OMKAR VISHWAS	36	35	36	38	36	35	36	38
107	DESHMUKH ROHIT DADASO	28	29	28	29	28	29	28	29
108	DHUMANE ASHISH SHESHARAO	30	31	36	35	30	31	36	35
109	GHEVADE KAJAL PANDURANG	35	36	38	29	35	36	38	29
110	GHORPADE RUTUJA SARJERAO	28	28	30	26	26	28	30	26
111	GUNJAWATE GOURAV HANMANT	30	38	39	36	30	38	39	36
112	HARALE ABHIJIT ASHOK	29	27	30	32	29	27	30	32
113	INAMDAR MANASI JAGANNATH	36	35	36	38	36	35	36	38
114	INGRULKAR PRASHANT ARUN	28	29	28	29	28	29	28	29
115	INGVALE ABOLI SHIVAJI	30	31	36	35	30	31	36	35
116	JADHAV AKHILESH BAJIRAO	35	36	38	29	35	36	38	29
117	JADHAV APARNA TANAJI	26	28	30	26	26	28	30	26
118	JADHAV DIGVIJAY CHANDRAKANT	36	39	30	34	38	39	30	38
119	JADHAV OMKAR HEMANT	40	40	32	41	40	40	32	40
120	JADHAV RAVIRAJ TANAJI	38	38	38	39	38	38	38	38
121	JADHAV SANGRAM SHIRISHKUMAR	38	36	35	36	36	36	35	38



122	JOSHI TANMAY PRADEEP	32	35	32	32	35	32	32	36
123	KADAM PRANALI JAYKAR	38	35	38	38	35	38	38	35
124	KAMBLE KOMAL TULASHIDAS	38	30	38	38	30	38	38	30
125	KHOT SOURABH SHRIKANT	30	39	30	30	39	30	30	39
126	KURDUKAR SWAPNIL BABASAHEB	32	40	32	32	40	32	32	40
127	LAKESAR SANKET SANTOSH	38	38	38	38	38	38	38	38
128	MAGDUM VARAD ARVIND	32	35	32	32	35	32	32	35
129	MAHAJAN PRIYESH PRASAD	38	35	38	38	35	38	38	35
130	MALI PRANOTI BHASKAR	38	30	38	38	30	38	38	30
131	MANE AKSHAY ASHOK	30	29	30	30	39	30	30	39
132	MANE MAHESH DILIP	32	40	32	32	40	32	32	40
133	MANE TEJSWINI JALINDAR	38	38	38	38	38	38	38	38
134	MHETRE PRANALI PRAKASH	32	35	32	32	35	32	32	35
135	MORE ABHUIT TUKARAM	38	35	38	38	35	38	38	35
136	MORE PRANALI PRAKASH	38	30	38	38	30	38	38	30
137	MULLA AYYAJ YASIN	30	39	30	30	39	30	30	39
138	NAIKWADI ASIF Hidaytulla	32	40	32	32	40	32	32	40
139	NAIKWADI AJAY MANGESH	38	38	38	38	38	38	38	38
140	NAIKWADI SUBHAN ASLAM	32	35	32	32	35	32	32	35
141	NAYAKAL GAYATRI GAJANAN	38	35	38	38	35	38	38	35
142	NIKAM VAIBHAV BABASO	38	30	38	38	30	38	38	30
143	OTARI ANIKET JAGANNATH	30	39	30	30	39	30	30	39
144	PATIL ADITI SHRIKANT	32	40	32	32	40	32	32	40
145	PATE AMAR SURESH	38	38	38	38	38	38	38	38
146	PATIL ANIKET SUBHASH	32	35	32	32	35	32	32	35
147	PATIL ASHITOSH NAMDEV	38	35	38	38	35	38	38	35





148	PATIL GOPINATH VIJAY	38	38	38	39	38	38	38	38
149	PATIL MAHESH BHAGAWAN	38	38	35	36	38	36	35	38
150	PATIL PRAJAKTA ABHIJEET	36	39	30	34	38	39	30	38
151	PATIL PRAJAKTA BAJIRAO	40	40	32	41	40	40	32	40
152	PATIL SUSHANT SANJAY	38	38	38	39	38	38	38	38
153	PATIL VIJAY JALINDAR	38	36	35	36	38	36	35	36
154	PATIL VIKAS PANDIT	38	39	30	34	38	39	30	38
155	PATIL VISHWAJEET VASANT	38	36	38	36	38	36	38	36
156	PAWAR AKASH MANOHAR	38	36	35	36	38	36	35	38
157	PAWAR ASHITOSH VILAS	38	39	30	34	38	39	30	38
158	PAWAR CHAITANYA BHASKAR	26	28	30	26	26	28	30	26
159	SALUNKHE ASHITOSH DILIP	30	38	39	36	30	38	39	36
160	SALUNKHE RUSHIKESH ANKUSH	29	27	30	32	29	27	30	32
161	SATHE POOJA JAYAWANT	36	35	36	38	36	35	36	38
162	SHELKE DIVYA CHANDRAKANT	28	29	28	29	28	29	28	29
163	SHETE SHUBHAM BAJARANG	30	31	36	35	30	31	36	35
164	SHEVALE GANESH MACHHINDRA	35	36	38	29	35	36	38	29
165	SURYAWANSHI RUSHIKESH RAMESH	26	28	30	25	26	28	30	26
166	UPADHYE SHAILESH VRUSHABH	30	38	39	36	30	38	39	36
167	VALASE RUTURAJ SANJAY	29	27	30	32	29	27	30	32
168	YADAV VIKAS SHAMRAO	36	35	36	38	36	35	36	38



  
**IC DIRECTOR**  
 Venkateshwara Institute of Management  
 Peth, Tal. Walva, Dist. Sangli.

Sri Venkateswara Shiksha Sanstha's  
Venkateswara Institute of Management(M.B.A)

INTERNAL MARKS SEM-II

Date:-17/07/2022

YEAR 2021-22

Roll No.	Name of Student	MM	MSF	HRM	FM	MIS	RM	OM	NS
101	ASHTAKAR ROHIT PRAKASH	30	39	30	30	39	30	30	39
102	ALUNDHAR SAYALI SUNIL	32	40	32	32	40	32	32	40
103	BUCHADE PRIYANKA RAJARAM	38	38	38	38	38	38	38	38
104	CHAVAN SHUBHAM MAHADEV	32	35	32	32	35	32	32	35
105	CHAVAN SOURABH RAJENDRA	38	35	38	38	35	38	38	35
106	DESHMUKH OMKAR VISHWAS	38	30	38	38	30	38	38	30
107	DESHMUKH ROHIT DADASO	30	39	30	30	39	30	30	39
108	DHUMANE ASHISH SHESHARAO	32	40	32	32	40	32	32	40
109	GHEVADE KAJAL PANDURANG	38	38	38	38	38	38	38	38
110	GHORPADE RUTUJA SARJERAO	32	36	32	32	36	32	32	36
111	GUNJAWATE GOURAV HANMANT	38	35	38	38	35	38	38	35
112	HARALE ABHUT ASHOK	38	30	38	38	30	38	38	30
113	INAMDAR MANASI JAGANNATH	30	39	30	30	39	30	30	39
114	INDRULKAR PRASHANT ARUN	32	40	32	32	40	32	32	40
115	INGVALE ABOLI SHIVAJI	38	38	38	38	38	38	38	38
116	JADHAV AJHILESH BAJIRAO	32	35	32	32	35	32	32	35
117	JADHAV APARNA TANAJI	38	35	38	38	35	38	38	35
118	JADHAV DIGVIJAY CHANDRAKANT	38	30	38	38	30	38	38	30
119	JADHAV OMKAR HEMANT	35	39	30	30	39	30	30	39
120	JADHAV RAVIRAJ TANAJI	32	40	32	32	40	32	32	40
121	JADHAV SANGRAM SHRISHIKUMAR	38	38	38	38	38	38	38	38





122	JOSHI TANMAY PRADEEP	32	35	32	32	35	32	32	35
123	KADAM PRANALI JAYKAR	38	35	38	38	35	38	38	35
124	KAMBLE KOMAL TULASHIDAS	38	30	38	38	30	38	38	30
125	KHOT SOURABH SHRIKANT	30	39	30	30	39	30	30	39
126	KURDUKAR SWAPNIL BABASAHEB	32	40	32	32	40	32	32	40
127	LAKESAR SANKET SANTOSH	38	38	38	38	38	38	38	38
128	MAGDUM VARAD ARVIND	32	35	32	32	35	32	32	35
129	MAHAJAN PRIYESH PRASAD	38	35	38	38	35	38	38	35
130	MALI PRANOTI BHASKAR	38	30	38	38	30	38	38	30
131	MANE AKSHAY ASHOK	30	39	30	30	39	30	30	39
132	MANE MAHESH DILIP	32	40	32	32	40	32	32	40
133	MANE TEJSWINI JALINDAR	38	38	38	38	38	38	38	38
134	MHETRE PRANALI PRAKASH	32	35	32	32	35	32	32	35
135	MORE ABHIJIT TUKARAM	38	35	38	38	35	38	38	35
136	MORE PRANALI PRAKASH	38	30	38	38	30	38	38	30
137	MULLA AYYAJ YASIN	30	39	30	30	39	30	30	39
138	NAIKAWADI ASIF HIDAYTULLA	32	40	32	32	40	32	32	40
139	NAIKWADI AJAY MANGESH	38	38	38	38	38	38	38	38
140	NAIKWADI SUBHAN ASLAM	32	35	32	32	35	32	32	35
141	NAYAKAL GAYATRI GAJANAN	38	35	38	38	35	38	38	35
142	NIKAM VAIBHAV BABASO	38	30	38	38	30	38	38	30
143	OTARI ANIKET JAGANNATH	30	39	30	30	39	30	30	39
144	PATIL ADITI SHRIKANT	32	40	32	32	40	32	32	40
145	PATIL AMAR SURESH	38	38	38	38	38	38	38	38
146	PATIL ANIKET SUBHASH	32	35	32	32	35	32	32	35
147	PATIL ASHITOSH NAMDEV	38	35	38	38	35	38	38	35

148	PATIL GOPINATH VIJAY	38	30	38	38	30	38	38	30
149	PATIL MAHESH BHAGWAN	30	39	30	30	39	30	30	39
150	PATIL PRAJAKTA ABHJEET	32	40	32	32	40	32	32	40
151	PATIL PRAJAKTA SAJIRAO	38	38	38	38	38	38	38	38
152	PATIL SUSHANT SANJAY	32	35	32	32	35	32	32	35
153	PATIL VIJAY JALINDAR	38	35	38	38	35	38	38	35
154	PATIL VIKAS PANDIT	38	30	38	38	30	38	38	30
155	PATIL VISHWAJEET VASANT	30	39	30	30	39	30	30	39
156	PAWAR AKASH MANOHAR	32	40	32	32	40	32	32	40
157	PAWAR ASHITOSH VILAS	38	38	38	38	38	38	38	38
158	PAWAR CHAITANYA BHASKAR	32	35	32	32	35	32	32	35
159	SALUNKHE ASHITOSH DILIP	32	32	40	32	32	40	32	32
160	SALUNKHE RUSHIKESH ANKUSH	38	38	38	38	38	38	38	38
161	SATHE POOJA JAYAWANT								
162	SHELKE DIVYA CHANDRAKANT	32	32	40	32	32	40	32	32
163	SHETE SHUBHAM SAJIRAO	38	38	38	38	38	38	38	38
164	SHEVALE GANESH MADHINDRA	32	32	35	32	32	35	32	32
165	SURYAWANSHI RUSHIKESH RAMESH	32	32	40	32	32	40	32	32
166	UPADHYE SHAILESH VRUSHABH	38	38	38	38	38	38	38	38
167	VALASE RUTURAJ SANJAY	32	32	35	32	32	35	32	32
168	YADAV VIKAS SHAMRAO	32	32	40	32	32	40	32	32



  
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 Maharashtra State Board of Technical Education  
 Path, Tal. Wai, Dist. Sangli.



Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management (M.B.A)

INTERNAL MARKS SEM III

YEAR 2021-22

DATE: 25/02/2022

Roll No	Name of Student	S&CM	BI&A	FM1	FM2	MM1	MM2	HR1	HR2	AB M1	AB M2	P M1	PM 2	IT & SM1	IT & SM 2	CRM	CSR
201	ANUSE GOPALKRUSHNA VITTHAL	38	36			38	36	38	38								35
202	BAGADI JYOTI SANJAY	38	39			38	39	38	38								36
203	BHANDARE SANKET DEVDAS	35	35	35	35	35	35										36
204	BHOSALE MAYUR SARJERAO	36	36	35	35	35	35										38
205	BILAL KHAJASAB SHEKH	38			36	36	36	36	36								36
206	DESHMUKH ABHIJIT BAJRANG	36			38	38	36	38	38								38
207	GAVADE CHANDRAKANT SURESH	35	36					38	38			36	38				35
208	GUNJAWATE SANDESH ANANDRAO			36	38	38	36	38	38								36
209	JADHAV DHANLAXMI BHARAT			39	38	38	39	38	38								38
210	JADHAV PRABHU PRASAD MILIND																38
211	JADHAV SONALI RAJENDRA					35	35			36	35						38
212	KADAM DHANASHRI RAMESH	38	36			36	36	36	36								38
213	KADAM SUMIT SUBHASH	38	39			38	36					36	36				35
214	KAMBLE ABHIJEET PRADEEP	35	35			38	39	38	38								36
215	KAMBLE AVINASH BHIMRAO	38	30			38	36	38	38								38
216	KHOT AKSHAY POPAT	38	39			38	39	38	38								38
217	KUNDE MANISHA VASANT	35	35	36	35			36	38								38
218	MADANE NEHA SHASHIKANT	36	36			35	35	35	35								38
219	MANE ROHIT CHANDRAKANT	38	36			36	36	36	36								35
220	MOHATKAR SHRADHA NAMDEV																
221	MOHITE ANKITA ANIL	35	35			38	39	36	36								36



222	MOHITE SUNNY SANJAY	38	36			38	36	36	38							38
223	MORE MAMATA NATHUVEL	38	39	39	38			36	38							38
224	NANGARE ROHAN HANMANT	35	35			35	35				35	35				38
225	PATIL AMIT SANJAY	36	36			35	35	35	35							35
226	PATIL ANIKET SADASHIV	38	36			36	36	36	36							36
227	PATIL MANASI SATISH	38	39	35	38						36	38				38
228	PATIL NIKITA TANAJI	35	35	39	38			38	38							38
229	PATIL DMKAR BALKRISHNA	38	36	38	38	38	36									38
230	PATIL PAYAL HAUSHARAO	38	39	39	38			36	38							38
231	PATIL POOJA SUBHASH	35	35			36	38	37	38							35
232	PATIL POONAM SANJAY	36	36					35	35			35	36			36
233	PATIL PRADNYA JAGDISH	38	36	36	36			36	36							38
234	PATIL PRITAM LALASO	38	39			36	36	38	38							38
235	PATIL SAMINSHA ASHOK	35	35			38	39	38	38							38
236	PATIL SHIRISH SHATRUGHNA	38	36	36	38						36	35				38
237	PATIL SHUBHAM SANJAY	38	39			38	39	38	38							35
238	PATIL SONALI DINAKR	35	35			36	38	37	38							36
239	PATIL SWEETY SUBHASH	36	36			35	35	35	35							38
240	PHARNE RUSHIKESH SANJAY	38	36			36	36	36	36							38
241	PISE SOMESH RAMESH	38	39	36	38			36	38							36
242	RASKAR VISHRANT HANMANT	35	35			38	39	38	38							38
243	SALLINKHE PRAJAKTA SUNIL	38	36	36	38			38	38							35
244	SATPUTE SUNIL VINOD	38	39			38	39	38	38							35
245	SHINDE DMKAR UTTAM	35	35	38	38	36	36									36
246	SISAL PIYUSH ARUN	36	36	35	35	35	35									38
247	SURYAWANSHI KOMAL VIJAY	38	36					36	36			36	38			38
248	THOMBARE SHITAL TATOBA	38	39			36	36									38
249	THORAT PRANALI PANDURANG	35	35	39	38			38	38							35
250	VAREKAR PRATIKSHA PANDIT	36	36	36	38			38	38							36



251	VIBHUTE RUSHIKESH RAJENDR	38	29			36	39	38	38						38	
252	WALANKAR TANVEER SHABBIR	35	35			35	36			35	35				38	
253	WAYADANDE PALLAVI POPAT	38						35	35				35	36	38	



*Sudh*  
**IC DIRECTOR**  
 Yashwantrao Chavan Institute of Management  
 Peth, Taj, Wazir, Chit. Sangli.



Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-IV

YEAR 2021-22

DATE: 16/07/2022

Roll No	Name of Student	I&E	S&NV	ES	FM1	FM2	MM1	MM2	HR1	HR2	AB M1	AB M2	PM 1	PM2	IT&SM 1	IT&SM 2	OD
201	ANUSE GOPALKRUSHNA VITTHAL	38	36	38			38	36	38	38							38
202	BAGADI JYOTI SANJAY	38	39	38			38	39	38	38							35
203	BHANDARE SANKET DEVDAS	35	35	35	35	35	35	35									36
204	BHOSALE MAYUR SARJERAO	36	36	36	35	35	35	35									38
205	BILAL KHAJASAB SHEKH	38	38	38		36	36	36	36	36							38
206	DESHMUKH ABHJIT BAJRANG	38	39	38		38	38	36	38	38							38
207	GAVADE CHANDRAKANT SURESH	35	35	35					38	38			36	38			35
208	GUNJAWATE SANDESH ANANDRAO	38	36	38	36	38	38	36	38	38							36
209	JADHAV DHANLAXMI BHARAT	38	39	38	39	36	36	39	38	38							38
210	JADHAV PRABHUPRASAD MILIND	35	35	35													38
211	JADHAV SONALI RAJENDRA	36	36	36			36	35			36	35					38
212	KADAM DHANASHRI RAMESH	38	36	36			36	36	36	36							35
213	KADAM SUMIT SUBHASH	38	38	38			38	36					36	38			36
214	KAMBLE ABHJEET PRADEEP	35	35	35			38	39	38	38							38
215	KAMBLE AVINASH BHIMRAO	38	36	38			38	36	38	38							36
216	KHOT AKSHAY POPAT	38	39	38			38	39	36	38							38
217	KUNDLE MANISHA VASANT	35	35	35	36	35			36	38							35
218	MADANE NEHA SHASHIKANT	36	36	36			35	35	35	35							36
219	MANE ROHIT CHANDRAKANT	38	36	38			36	36	36	36							38
220	MOHATKAR SHRADHA NAMDEV																
221	MOHITE ANKITA ANIL	35	35	35			36	38	38	38							38



222	MOHITE SUNNY SANJAY	38	38	38			38	38	38	38							35
223	MORE MAMATA NATHUVEL	38	39	36	39	38			38	38							36
224	NANGARE ROHAN HANMANT	35	35	35			35	35					35	35			38
225	PATIL AMIT SANJAY	36	36	36			35	35	35	35							38
226	PATIL ANIKET SADASHIV	38	38	38			36	36	36	36							38
227	PATIL MANASI SATISH	38	39	38	36	38							36	36			35
228	PATIL NIKITA TANAJI	35	35	35	38	38			38	38							38
229	PATIL DMKAR BALKRISHNA	38	38	38	36	38	38	36									38
230	PATIL PAYAL HAUSHARAO	38	38	38	39	38			38	38							38
231	PATIL POOJA SUBHASH	35	35	35			36	38	37	38							38
232	PATIL POONAM SANJAY	36	36	36					35	35					35	38	35
233	PATIL PRADNYA JAGDISH	38	36	38	36	36			36	36							36
234	PATIL PRITAM LALASO	38	39	38			38	36	38	38							38
235	PATIL SAMIKSHA ASHOK	35	35	35			38	39	38	38							38
236	PATIL SHIRISH SHATRUGHNA	38	36	38	36	38							36	35			38
237	PATIL SHUBHAM SANJAY	38	39	38			38	39	38	38							35
238	PATIL SONALI DINAKR	35	35	35			36	38	37	38							38
239	PATIL SWEETY SUBHASH	36	36	36			35	35	35	35							38
240	PHARNE RUSHIKESH SANJAY	38	36	38			36	36	36	36							38
241	PISE SOMESH RAMESH	38	39	38	36	38			38	38							38
242	RASKAR VISHRANT HANMANT	35	35	35			38	39	38	38							35
243	SALUNKHE PRAJAKTA SUNIL	38	38	38	36	38			38	38							36
244	SATPUTE SUNIL VINOD	38	39	38			38	39	38	38							38
245	SHINDE ONKAR UTTAM	35	36	35	38	38	35	36									38
246	SISAL PIYUSH ARUN	36	36	36	35	35	35	35									38
247	SURYAWANSHI KOMAL VIJAY	38	38	38					36	36					35	36	35
248	THOMBARE SHITAL TATOBA	38	39	38			38	36									36
249	THORAT PRANALI PANDURANG	35	35	35	39	38			38	38							38
250	VAREKAR PRATIKSHA PANDIT	38	36	38	36	38			36	36							38



251	VIBHUTE RUSHIKESH RAJENDR	38	39	38			38	39	38	38							38	
252	WALANDKAR TANVEER SHABIR	35	35	35			35	36										35
253	WAYADANDE PALLAVI POPAT	36	36	36					35	35								36



*Sand*  
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 Maharashtra State Council of Educational Research and Training  
 Prithvi Tal. Vasahat, Dist. Sangli.



**2020-21**



Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-I

YEAR 2020-21

Date: -20/03/2021

Roll No.	Name of Student	GB	L&BE	IE&MC	MA	ME	ITM	SSD	PD
101	ANUSE GOPALKRISHNA VITTHAL	38	36	35	36	38	36	35	38
102	BAGADI JYOTI SARJAY	38	39	30	34	38	39	30	38
103	BIHANDARE SANKET DEVDAS	26	28	30	26	26	28	30	26
104	BHOSALE MAYUR SARJERAO	30	38	39	36	30	38	39	36
105	CHAVAN INDRAJIT DHANAJI	29	27	30	32	29	27	30	32
106	DESHMUKH ABHIJEET BAIKANO	36	35	36	38	36	35	36	38
107	GAVADE CHANDRAKANT SURESH	28	29	28	29	28	29	28	29
108	GUNJAWATE SANDESH ANANDRAO	30	31	36	35	30	31	36	35
109	JADHAV DHANLAXMI BHARAT	35	36	38	29	35	36	38	29
110	JADHAV PRABHU PRASAD MELIND	26	28	30	26	26	28	30	26
111	JADHAV SONALI RAJENDRA	30	38	39	36	30	38	39	36
112	KADAM DHANASHRI RAMESH	29	27	30	32	29	27	30	32
113	KADAM SUMIT SUBHASH	36	35	36	38	36	35	36	38
114	KAMBLE ABHIJEET PRADEEP	28	29	26	29	28	29	28	29
115	KAMBLE AVINASH BHIMRAO	30	31	36	35	30	31	36	36
116	KHOT AKSHAY POPAL	35	36	38	29	35	36	38	29
117	KUNJLE MANISHA YASANT	26	28	30	26	26	28	30	26
118	MADANI NEHA SHASHIKANT	38	39	30	34	38	39	30	38
119	MANE ROHIT CHANDRAKANT	40	40	32	41	40	40	32	40
120	MOHATKAR SHRADDHA NAMDEO	38	38	38	39	38	38	36	38
121	MOHITE ANKITA ANIL	38	36	35	36	39	36	35	38



122	MOHITE SUNNY SANJAY	38	39	30	34	38	39	30	38
123	MORE MAMATA NATHUVEL	40	40	32	41	40	40	32	40
124	NANWARE ROHAN HANMANT	38	38	38	39	38	38	38	38
125	PATIL PRADNYA JAGDISH	38	36	35	36	38	36	35	38
126	PAYIL AMIT SANJAY	38	39	30	34	38	39	30	38
127	PATE AMIKET SADASHIV	40	40	32	41	40	40	32	40
128	PATIL MANASI SATISH	38	36	38	39	38	38	38	38
129	PATIL NIKITA TANAJI	26	26	30	26	20	28	25	38
130	PATIL OMKAR BALKRISHNA	30	38	39	36	30	38	30	38
131	PATE PAYAL HAUSERAO	29	27	30	32	29	27	32	40
132	PATIL POOJA SUBHASH	36	35	38	38	36	35	38	36
133	PATIL PRANAV SANJAY	28	29	28	29	28	29	35	38
134	PATIL PRITAM LALASO	30	31	36	35	30	31	30	38
135	PATIL SAMIKSHA ASHOK	35	36	38	29	35	36	32	40
136	PATIL SHRISH SHATRUGHNA	26	28	30	26	26	26	38	38
137	PATIL SHUBHAM SANJAY	30	38	39	38	30	38	35	38
138	PATE SONALI DINKAR	29	27	30	32	29	27	30	38
139	PATE SWEETY SUBHASH	36	35	36	38	36	35	32	40
140	PHARMI RUSHIKESH SANJAY	28	29	28	29	28	29	38	38
141	PISE SOMESH KAMESH	30	31	36	35	30	31	35	38
142	RASKAR VISHRANT HANMANT	35	36	38	29	35	38	30	38
143	SALUNKHE PRAKANTA SUNIL	26	28	30	28	26	28	32	40
144	SATPUTE SUNDI YMOD	30	38	39	36	30	38	38	38
145	SHARDE DEEPAI KHANASAB	29	27	30	32	29	27	35	38
146	SHINDE DHANU UTTAM	35	35	38	38	36	35	30	38
147	SIBAL PAVUSH ARUN	40	40	32	41	40	40	32	40





148	SURYAWANSHI KOMAL VIJAY	38	38	38	39	38	38	38	38
149	TRIMBAKE SHITAL DATORA	38	38	35	36	38	36	35	38
150	THOKAT PRANALI PANDURANGI	38	39	30	34	38	39	30	38
151	VAREKAR PRATIKSHA PANDIT	40	40	32	41	40	40	32	40
152	VISHUTE RUSHIKESH RAJENDRA	38	38	38	39	38	38	38	38
153	WALANJKAR TANVEER SHAHID	38	36	35	36	38	36	35	36
154	WAYADANDE PALLAVI POPAT	38	39	30	34	38	39	30	38



  
 DC (MGT) / 10/18  
 Yonhateshwara Institute of Management  
 Peth, Tal. Wai, Dist. Sangli.

Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-II

YEAR 2020-21

Date: -13/08/2021

Roll No	Name of Student	MM	MSF	HRM	FM	MIS	RM	OM	NS
101	ANUSE GOPALKRISHNA VITTHAL	32	35	32	32	32	35	32	32
102	BAGADI JYOTI SANJAY	38	35	38	38	38	35	38	38
103	BIHANDARE SANJEEV DEVDAS	38	30	38	38	38	30	38	38
104	BHOSALE MAYUR SARIKAR	30	39	30	30	30	39	30	30
105	CHAVAN INDRAJEET DHANAJI	32	40	32	32	32	40	32	32
106	DESHMUKH ABHILEET RAJRANG	38	38	38	38	38	38	38	38
107	GAVADE CHANDRAKANT SURESH	32	35	32	32	32	35	32	32
108	GUNJAWATE SANDESH ANANDRAO	32	35	32	32	32	35	32	32
109	JADHAV DHANLAXMI BHARAT	38	35	38	38	38	35	38	38
110	JADHAV PRAHUPRASAD MILIND	38	30	38	38	38	30	38	38
111	JADHAV SONALI RAJENDRA	30	39	30	30	30	39	30	30
112	KADAM DHANASHRI RAMESH	32	40	32	32	32	40	32	32
113	KADAM SUMIT SUBHASH	38	38	38	38	38	38	38	38
114	KAMBLE ABHIDEET PRADEEP	32	35	32	32	32	35	32	32
115	KAMBLE AVINASH DHIMRAO	32	35	32	32	32	35	32	32
116	KHOT AKSHAY POPAT	38	35	38	38	38	35	38	38
117	KUNDLE MANISHA VASANT	38	30	38	38	38	30	38	38
118	MADANE NEHA SHASHIKANT	30	39	30	30	30	39	30	30
119	MANE ROHIT CHANDRAKANT	32	40	32	32	32	40	32	32
120	MIRGATEKAR SHRADDHA NAMDEO	38	38	38	38	38	38	38	38
121	MOHITE ANKITA ANIL	32	35	32	32	32	35	32	32



122	MOHITE BUNNY SANJAY	32	35	32	32	32	35	32	32
123	MORE MAMATA NATHUVEL	38	35	38	38	38	35	38	38
124	NANGARE RCHAN HANMANT	38	30	38	38	38	30	38	38
125	PATIL PRAINYA JAGDISH	30	39	30	30	30	39	30	30
126	PATIL AMIT SANJAY	32	40	32	32	32	40	32	32
127	PATIL ANIKET SADASHIV	36	38	38	38	38	38	38	38
128	PATIL MANASI SATISH	32	35	32	32	32	35	32	32
129	PATIL NIKITA TANAJI	32	35	32	32	32	35	32	32
130	PATIL OMKAR BALKRISHNA	38	35	38	38	38	35	38	38
131	PATIL PAYAL HAUSERAO	38	30	38	38	38	30	38	38
132	PATIL POUJA SUBHASH	30	39	30	30	30	39	30	30
133	PATIL POINAM SANJAY	32	40	32	32	32	40	32	32
134	PATIL PRITAM LALASO	38	38	38	38	38	38	38	38
135	PATIL SAMIKSHA ASHOK	32	35	32	32	32	35	32	32
136	PATIL SHIBISHI SHATRUGHNA	32	35	32	32	32	35	32	32
137	PATIL SHUBHAM SANJAY	38	35	38	38	38	35	38	38
138	PATIL SONALI DINKAR	38	30	38	38	38	30	38	38
139	PATIL SWETI SUBHASH	30	39	30	30	30	39	30	30
140	PHARNE RUSHIKESH SANJAY	32	40	32	32	32	40	32	32
141	PISE SOMESH RAMESH	38	38	38	38	38	38	38	38
142	RASKAR VISHRANT HANMANT	32	35	32	32	32	35	32	32
143	SALUNKE PRAJAKTA SUNIL	32	35	32	32	32	35	32	32
144	SATPUTE SUNIL VINOD	38	35	38	38	38	35	38	38
145	SHAIKH DILAL KHANASAB	38	30	38	38	38	30	38	38
146	SHINDE ENKAR UTTAM	30	39	30	30	30	39	30	30
147	SINAI PIYUSH ARUN	32	40	32	32	32	40	32	32



148	SURYAWANSHI KOMAL VIJAY	38	38	38	38	38	38	38	38
149	THIMBARE SHITAL TATOBA	32	35	32	32	32	35	32	32
150	THORAJ PRANALI PANDURANG	32	35	32	32	32	35	32	32
151	VAREKAR PRATIKSHA DANIT	38	35	38	38	38	35	38	38
152	VIDHUTE RUSHIKESH RAJENDRA	38	30	38	38	38	30	38	38
153	WALANDKAR TANVEER SHAHID	30	39	30	30	30	39	30	30
154	WAYADANDE PALLAVI POPAT	32	40	32	32	32	40	32	32



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**VC DIRECTOR**

Venzteshwara Institute of Management,  
Peth, Tal. Waiwa, Dist. Sangli.



Shri VenkateshwaraShikshan Sanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-III

YEAR 2020-21

DATE: 20/12/2020

Roll No	Name of Student	S&CM	BI&A	FM1	FM2	MM1	MM2	HR1	HR2	AB M1	AB M2	P M1	PM 2	IT& SM1	IT& SM 2	CRM	CSR
201	AWATE KARAN NARESH	38	38			36	38	36	36							36	
202	BADAVE AVADHUT ADHIKRAO	38	39			39	38	38	39							39	
203	BHAKTE PRASAD SACHIN	35	35	38	39							35	36			35	
204	BHARTI DAMINI DAYANAND	36	36			35	35	35	35							36	
205	BUCHADE ONKAR KUMAR	38	36			36	36	36	36							39	
206	CHIKURDEKAR PRAVIN VIJAY	38	39			36	38	38	36							35	
207	DHEKALE UTTARA MANOHAR	35	35			39	38	38	39							38	
208	FONDE RUPESH BABASO	38	36			39	38					36	36			36	
209	GAIKWAD UDAY VIJAY	38	39			35	35	35	35							39	
210	JADHAV AJAY NATHURAM	35	35			36	36									36	
211	JADHAV ASMITA SAHADEV	36	36			36	38	38	36							39	
212	JADHAV POOJA ASHOK	38	36	38	36			38	36							36	
213	JADHAV PRAKTA VIKAS	36	39	38	39			36	39							36	
214	JAMADAR SOHEF YUNUS	35	35			39	38	38	39							39	
215	KABURE VISHAL ASHOK	38	36			35	35	35	35							35	
216	KAMBLE KIRAN BALASAHEB	38	39			36	36	36	36							36	
217	KAMBLE SANTOSH DADA	35	35			36	38	38	36							36	
218	KHADKE SANJANA GANESH	36	36			39	38	38	39							39	
219	LAKESAR RANJEET RAJARAM	38	36			39	38	38	39							36	
220	MADANE PRAJAKTA RAJENDRA	38	39	35	35			35	35							39	
221	MADANE PRIYANKA RAMESH	35	35					36	36					35	36	35	



222	MADANE SIDDHANTH HAMBIRRAO	38	38			36	38	38	36									36
223	MALI AKSHAY ASHOK	38	39			36	38	38	36									39
224	MANE AKSHAY JAGANNATH	35	35			39	38	38	39									35
225	MANE AKSHAY YASHWANT	36	36			39	38	38	39									36
226	MANE SURAJ SHIVAJI	38	36	35	35	35	35											36
227	MASKE AJINKYA SHIVAJI	38	39			36	36					35	36					36
228	NAYAKAL PRAJAKTA ARJUN	35	35			36	38	38	36									36
229	NIKAM PALLAVI CHANDRAKANT	38	36			39	38	38	39									39
230	NIKAM VIDYA SAMBHAJI	38	39	38	39			38	39									35
231	OZARDEKAR SWAPNIL DILIP	35	35	35	35	35	35											36
232	PARALE AISHVARYA KUMAR	36	36	36	36			36	36									39
233	PATIL ADESH ASHOK	38	36			36	38					35	36					35
234	PATIL ANKITA JAYWANTRAO	38	39	38	36									36	35			36
235	PATIL ANUJI VIJAY	35	35			39	38					35	36					36
236	PATIL DEEPAJI NAGRAJ	38	36	38	39			38	39									38
237	PATIL GAURAV DINESH	38	39			35	35	35	35									36
238	PATIL HARSHADA SAMBHAJI	35	35			36	36	36	36									38
239	PATIL JYOTI VAKOBA	36	36			36	38	38	36									35
240	PATIL NAMRATA LAXMAN	38	36			39	38	38	39									36
241	PATIL OMKAR GULAB	38	39	38	39	39	38											39
242	PATIL SANKET SANJAY	35	35	35	35	35	35											35
243	PATIL SAURABH RAJARAM	38	36	36	36	36	36											36
244	PATIL SMITA RAYSING	38	39	38	36			38	36									36
245	PATIL SURAJ SURESH	35	35			36	38	38	36									39
246	RUPNAR AKSHAY SURESH	36	36			39	38	38	39									36
247	SALUNKHE MAYURI SUHAS	38	36	38	39			36	39									39
248	SANGLIKAR PRANALI SANJAY	38	39			35	35	35	35									35
249	SARGAR MANISHA NAMDEO	35	35	36	36			36	36									36



250	SAWANT PRIYANKA PRAKASH	38	38	38	36			38	36							39
251	THOMBARE MAHESH RANGARAO	38	38	38	39			38	39							35
252	TUPE MOHINI VIJAY	35	35			39	38	38	39							36
253	WALVEKAR DIVYANI DILIP	36	36			35	35	35	35							38
254	WATEGAONKAR SARITA SUBHASH	38	36			36	36	36	36							39
255	JOSHI KEDAR SATISH	38	39			35	38	38	36							36
256	PATIL AJINKYA TUKARAM	35	35			36	38	38	36							39
257	APUGADE PRAPULLA VISHWAS	38	36			39	38	38	39							35
258	GHORPADE PRIYANKA MANIKRAO	38	39			39	36	38	39							36
259	PATIL ADARSH DIPAK	35	35			35	35	35	35							38
260	AWATE PRIYANKA SANJAY	35	36			36	36	36	36							35
261	NIKAM AJINKYA ARJUN	38	36			36	38	38	36							36
262	PATIL SHUBHAM DHARERAO	38	39			39	38	39	39							36
263	PAWAR AKSHAY BABASAHEB	35	35			38	38	38	39							39
264	PISAL ASHWINI DILIP	38	36			35	35	35	35							36



*[Signature]*  
**VC DIRECTOR**  
 Vankateshwara Institute of Management,  
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Shri Venkateshwara Shiksha Sanstha's  
Venkateshwara Institute of Management (M.B.A)

INTERNAL MARKS SEM-IV

YEAR 2020-21

DATE: 15/07/2021

Roll No	Name of Student	I&E	S&NV	ES	FM1	FM2	MM1	MM2	HR1	HR2	AB M1	AB M2	PM 1	PM2	IT&SM 1	IT&SM 2	OO
201	AWATE KARAN NARESH	38	36	38			36	38	38	38							38
202	BADAVE AVADHUT ADHIKRAO	38	39	38			39	38	38	39							35
203	BHAKTE PRASAD SACHIN	35	35	35	38	38							35	36			36
204	BHARTI DAMINI DAYANAND	36	36	36			35	35	35	35							38
205	BUCHADE ONKAR KUMAR	38	36	38			36	36	38	38							38
206	CHIKURDEKAR PRAVIN VIJAY	38	39	38			36	38	38	36							38
207	DHEKALE UTTARA MANOHAR	35	35	35			39	38	38	39							35
208	FONDE RIJPESH BABASO	38	36	38			39	38					36	36			38
209	GAIXWAD UDAY VIJAY	36	39	38			35	35	35	35							38
210	JADHAV AJAY NATHURAM	35	35	35			36	36									38
211	JADHAV ASMITA SAHADEV	36	36	36			36	38	38	36							38
212	JADHAV POOJA ASHOK	38	36	38	38	38			38	36							35
213	JADHAV PRAJAKTA VIKAS	38	39	38	38	39			38	39							36
214	JAMADAR SOHEF YUNUS	35	35	35			39	38	38	39							38
215	KABURE VISHAL ASHOK	38	36	38			35	35	35	35							38
216	KAMBLE KIRAN BALASAHEB	38	39	38			36	36	36	36							38
217	KAMBLE SANTOSH DADA	35	35	35			36	38	38	36							35
218	KHADKE SANJANA GANESH	35	36	36			39	36	36	39							36
219	LAKESAR RANJEET RAJARAM	38	36	38			39	38	38	39							38
220	MADANE PRAJAKTA RAJENDRA	38	39	38	35	35			35	35							38
221	MADANE PRIYANKA RAMESH	35	35	35					36	36					35	36	38
222	MADANE SIDDHANHH	38	36	38			36	38	38	36							35





223	MALI AKSHAY ASHOK	38	39	38			36	38	38	36							36
224	MANE AKSHAY JAGANNATH	35	35	35			39	38	38	39							38
225	MANE AKSHAY YASHWANT	36	36	36			39	38	38	38							38
226	MANE SURAJ SHIVAJI	38	36	36	35	35	35	35									38
227	MASKE AJINKYA SHIVAJI	38	38	38			36	36				35	36				35
228	NAYAKAL PRAJAKTA ARJUN	35	35	35			36	38	38	36							36
229	NIKAM PALLAVI CHANDRAKANT	36	36	38			39	38	38	39							38
230	NIKAM VIDYA SAMBHAJI	38	38	38	38	38				38	39						38
231	OZARDEKAR SWAPNIL DILIP	35	35	35	35	35	35	35									38
232	PARALE AISHVARYA KUMAR	36	36	36	36	36				36	36						35
233	PATIL ADESH ASHOK	38	36	38			36	38				35	36				36
234	PATIL ANKITA JAYWANTRAO	36	38	38	38	38									36	35	38
235	PATIL ANUJ VIJAY	35	35	35			39	38				35	36				38
236	PATIL DEEPAI NAGRAJ	38	38	38	38	39				38	39						38
237	PATIL GAURAV DINESH	38	39	38			35	35	35	35							35
238	PATIL HARSHADA SAMBHAJI	35	35	35			36	36	36	36							36
239	PATIL JYOTI VAKOBA	36	36	36			38	38	38	36							38
240	PATIL NAMBATA LAXMAN	38	36	38			39	38	38	39							38
241	PATIL OMKAR GULAB	38	39	38	38	39	39	38									38
242	PATIL SANKET SANJAY	35	35	35	35	35	35	35									35
243	PATIL SAURABH RAJARAM	38	36	36	36	36	36	36									36
244	PATIL SMITA RAYSING	38	39	36	38	36				38	36						38
245	PATIL SURAJ SURESH	35	35	35			36	38	38	36							38
246	RUPNAR AKSHAY SURESH	36	36	36			39	38	38	39							38
247	SALUNKHE MAYURI SUHAS	38	36	36	38	39				38	39						35
248	SANGLIKAR PRANALI SANJAY	38	39	38			35	35	35	35							36
249	SARGAR MANISHA NAMDEO	35	35	35	36	36				36	36						38
250	SAWANT PRIYANKA PRAKASH	38	38	38	38	36				36	36						38
251	THOMBARE MAHESH RANGARAO	38	39	38	38	39					39						38



252	TUPE MOHINI VIJAY	35	35	35			39	38	38	39									35
253	WALVEKAR DIVYANI DILIP	36	36	36			35	35	35	35									36
254	WATEGAONKAR SARITA SUBHASH	38	38	38			36	36	36	36									38
255	JOSHI KEDAR SATISH	38	39	38			36	38	38	36									38
256	PATIL AJINKYA TUKARAM	35	35	35			38	38	38	36									39
257	APUGADE PRAFULLA VISHWAS	38	36	38			39	38	38	39									35
258	GHORPADE PRIYANKA MANIKRAO	38	39	38			39	38	38	39									36
259	PATIL ADARSH DIPAK	35	35	35			35	36	35	35									38
260	AWATE PRIYANKA SANJAY	36	36	36			36	36	36	38									38
261	NIKAM AJINKYA ARJUN	38	36	38			36	38	38	38									38
262	PATIL SHUBHAM DHARERAO	38	39	38			39	38	38	39									35
263	PAWAR AKSHAY BABASAHEB	35	35	35			39	38	38	39									36
264	PISAL ASHWINI DILIP	38	38	38			35	35	35	35									38



*Sand*  
**IC DIRECTOR**  
 Venkateswara Institute of Management  
 Post, Tal. Wahga, Dist. Sangli

**2019-20**



Shri VenkateshwaraShikshanSanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-I

YEAR 2019-20

Date: 20/10/2019

Roll No.	Name of Student	OB	L&BE	IE&MC	MA	ME	ITM	SSD	PO
101	ALUGADE KAJAL DINIKAR	26	28	30	26	38	39	37	35
102	AWATE KARAN NARESH	30	38	39	36	36	38	36	35
103	BADAVE AVADHUT ADHIKIRAO	29	27	30	32	34	36	39	30
104	BHAKTE PRASAD SACHIN	36	35	36	38	41	40	40	32
105	BHARTI DAMINI DAYANAND	28	29	28	29	39	36	38	38
106	BUCHADE ONKAR KUMAR	30	31	36	35	36	35	35	32
107	CHIKURDEKAR PRAVIN VIJAY	35	36	38	29	34	36	36	37
108	DHEKALE UTTARA MANOHAR	26	28	30	26	38	39	37	36
109	FONDE RUPESH BABASO	36	38	36	35	36	38	36	35
110	GAIKWAD UDAY VIJAY	34	38	39	30	34	38	39	30
111	JADHAV AJAY NATHURAM	41	40	40	32	41	40	40	32
112	JADHAV ASMITA SAHADEV	39	38	38	38	39	38	38	38
113	JADHAV POOJA ASHOK	36	35	36	32	36	35	35	32
114	JADHAV PRAKTA VIKAS	34	36	36	37	34	36	36	37
115	JAMADAR SOHEP YUNUS	38	39	37	36	38	38	37	35
116	KABURE VISHAL ASHOK	36	38	26	28	30	26	26	35
117	KAMBLE KIRAN BALASAHEB	34	38	30	38	39	36	30	30
118	KAMBLE MAHESH TANAJI	41	40	29	27	30	32	29	32
119	KAMBLE SANTOSH DADA	39	38	36	35	36	38	36	38
120	KHADKE SANJANA GANESH	36	35	28	29	28	28	28	32
121	LAKESAR RAJJEET RAJARAM	34	36	30	31	36	35	30	37





122	MADANE PRAJAKTA RAJENDRA	38	39	37	35	38	39	37	36	35
123	MADANE PRIYANKA RAMESH	36	38	36	35	36	38	36	36	35
124	MADANE SIDDHANTH RAMBIRRAO	34	38	39	30	34	36	39	39	30
125	MALI AKSHAY ASHOK	41	40	40	32	41	40	40	40	32
126	MANE AKSHAY JAGANNATH	39	38	38	38	39	38	38	38	38
127	MANE AKSHAY YASHWANT	36	35	35	32	36	35	35	35	32
128	MANE MANOJ RAJENDRA	26	28	30	26	26	26	26	26	27
129	MANE SURAJ SHIVAJI	30	36	38	36	30	39	37	37	35
130	MASKE AJINKYA SHIVAJI	29	27	30	32	29	36	36	36	35
131	MOLANE PRAKRSMA SOMNATH	36	35	36	38	36	38	39	39	30
132	MURKAL PRAJAKTA ARJUN	28	29	28	29	28	40	40	40	32
133	NIKAM PALLAVI CHANDRAKANT	30	31	36	35	30	36	36	36	36
134	NIKAM VIDYA SAMBHAJI	36	35	36	32	36	36	35	35	32
135	OZARDEKAR SWAPNIL DILIP	34	36	36	37	34	36	36	36	37
136	PARALE AISHVARYA KUMAR	38	39	37	35	38	36	37	37	35
137	PATIL ADESH ASHOK	36	38	36	35	36	38	36	36	35
138	PATIL AKASH SAMBHAJI	34	36	39	30	34	38	39	39	30
139	PATIL ANUJ VIJAY	41	40	40	26	28	30	26	26	32
140	PATIL DEEPAJI NAGRAJ	39	38	38	30	38	39	36	36	38
141	PATIL GAURAV DINESH	36	35	35	28	27	30	32	32	32
142	PATIL HARSHADA SAMBHAJI	34	36	36	36	35	36	38	38	37
143	PATIL JYOTI VAKOBA	38	39	37	28	29	28	29	29	35
144	PATIL NAMRATA LAXMAN	36	38	36	30	31	36	35	35	35
145	PATIL OMKAR GULAB	34	38	39	30	34	38	39	39	30
146	PATIL SANJAY SANJAY	41	40	40	32	41	40	40	40	32
147	PATIL SAURABH RAJARAM									



148	PATIL SMITA RAYSING	36	35	35	32	36	36	35	35	32
149	PATIL SURAJ SURESH	34	36	36	37	34	36	36	36	37
150	RUPNAR AKSHAY SURESH	38	39	37	35	39	39	37	37	36
151	SALUNKHE MAYURI SUHAS	36	36	36	35	36	36	36	36	36
152	SANGLIKAR PRANALI SAMJAY	26	28	30	26	26	26	29	29	30
153	SARGAR MANISHA NARDEO	30	38	39	36	30	38	40	40	32
154	SAWANT PRIYANKA PRAKASH	29	27	30	32	28	27	38	38	38
155	THOMBARE MAHESH RANGARAO	36	35	36	36	38	35	35	35	32
156	TUPE MOHINI VIJAY	26	29	26	29	28	29	36	36	37
157	WALVEKAR DIVYANI DHILIP	36	36	37	35	38	36	37	37	35
158	WATEGAONKAR-SMRITA SUBHASH	36	38	36	35	38	38	38	38	36



P. V. M. M. S.  
 DIRECTOR  
 Vishrambhawa Institute of Management  
 Kelh, Tal. Agalwara, Dist. Sangli

Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management (M.B.A.)

INTERNAL MARKS SEM-II

YEAR 2019-20

Date:-15/03/2020

Roll No.	Name of Student	MM.	MSF	HRM	FM	MIS	RM	OM	NS
101	ALLIGADE KAJAL DINKAR	30	39	30	30	39	30	30	39
102	AWATE KARAN NARESH	32	40	32	32	40	32	32	40
103	BADAVE AVIDHET ADHIKRAO	38	38	38	38	38	38	38	38
104	BHAKTE PRASAD SACHIN	32	35	32	32	35	32	32	35
105	BHARTI DAMINI DAYANAND	36	35	36	36	35	36	38	35
106	BUDHADI DINKAR KUMAR	38	30	34	38	30	38	36	30
107	CHIKURDEKAR PRAVIN VIJAY	30	39	30	30	39	30	30	39
108	DHEKALE UTTARA MANOHAR	32	40	32	32	40	32	32	40
109	FONDE RUPESH BABASO	39	36	36	36	36	36	38	38
110	GAIKWAD LIDAY VIJAY	32	35	32	32	35	32	32	35
111	JADHAV AJAY NATHURAM	36	35	38	38	35	38	38	35
112	JADHAV ASMITA SAHADEV	38	30	38	38	30	38	38	30
113	JADHAV POOJA ASHOK	30	39	30	30	39	30	30	39
114	JADHAV PRAJITA VIKAS	32	40	32	32	40	32	32	40
115	JAMADAR SOHEE YUNUS	38	38	38	38	38	38	38	38
116	KABURE VISHAL ASHOK	32	35	32	32	35	32	32	35
117	KAMBLE KIRAN BALASAHEB	38	35	39	36	35	36	38	35
118	KAMBLE MAHESH TANAJI	38	30	38	38	30	36	38	30
119	KAMBLE BANTOSH DADA	30	39	30	30	39	30	30	39
120	KHADKE SANJANA GANESH	32	40	32	32	40	32	32	40
121	LAKESAR RAJJEET RAJARAM	36	38	38	38	38	38	38	38



122	MADANE PRAJAKTA RAJENDRA	32	35	32	32	35	32	32	35
123	MADANE PRIYANKA RAMESH	38	35	38	38	35	38	38	35
124	MADANE BIDHANTH HAMBIRRAO	38	30	38	38	30	38	38	30
125	MALLAKSHAY ASHOK	30	39	30	30	39	30	30	39
126	MANE AKSHAY JAGANNATH	32	40	32	32	40	32	32	40
127	MANE AKSHAY YASHIWANT	38	38	38	38	38	38	38	38
128	MANE MANOJ RAJENDRA	32	35	32	32	35	32	32	35
129	MANE SUJRAJ SHIVAJI	38	35	38	38	35	38	38	35
130	MASKE AJINKYA SHIVAJI	38	30	38	38	30	38	38	30
131	MOLANE PRAKASHA SOMNATH	30	39	30	30	39	30	30	39
132	NAYAKAL PRAJAKTA ARJUN	32	40	32	32	40	32	32	40
133	NIKAMI PALLAVI CHANDRAKANT	38	38	38	38	38	38	38	38
134	NIKAMI VIDYA SAMBHAJI	32	35	32	32	35	32	32	35
135	OZARDEKAR SWAPNIL DILIP	38	35	38	38	35	38	38	35
136	PARALE AISHVARYA KUMAR	38	30	38	38	30	38	38	30
137	PATIL ADESH ASHOK	30	39	30	30	39	30	30	39
138	PATIL AKASH SAMBHAJI	32	40	32	32	40	32	32	40
139	PATIL ANJU VIJAY	38	38	38	38	38	38	38	38
140	PATIL DEEPAJI NAGRAJ	32	35	32	32	35	32	32	35
141	PATIL GALURAV DINESH	38	35	38	38	35	38	38	35
142	PATIL HARSHADA SAMBHAJI	38	30	38	38	30	38	38	30
143	PATIL JYOTI VAKCBA	30	39	30	30	39	30	30	39
144	PATIL NIMRATA LAXMAN	32	40	32	32	40	32	32	40
145	PATIL OMKAR GULAB	38	38	38	38	38	38	38	38
146	PATIL SANKEET SANJAY	32	35	32	32	35	32	32	35
147	PATIL SAURABH RAJARAM	38	35	38	38	35	38	38	35





148	PATIL SMITA RAYGINGI	38	30	38	38	30	38	38	38	30	38	38	30
149	PATIL SURAJ SURESH	30	38	30	30	39	30	30	30	39	30	30	39
150	RUPNAR AKSHAY SURESH	32	40	32	32	40	32	32	32	40	32	32	40
151	SALUNKHE MAYURI SUHAS	38	38	38	38	38	38	38	38	38	38	38	38
152	SANGLIKAR PRANALI SANJAY	32	35	32	32	35	32	32	32	35	32	32	35
153	SARGAR MANISHA NAMDEO	36	35	38	38	35	38	38	38	35	38	38	35
154	SAWANT PRIYANKA PRAKASH	38	30	38	38	30	38	38	38	30	38	38	30
155	THOMBARE MAHESH RAMGARAO	30	39	30	30	39	30	30	30	39	30	30	39
156	TUPE MOHINI VIJAY	32	40	32	32	40	32	32	32	40	32	32	40
157	WALVEKAR DIVYANI DILIP	38	38	38	38	38	38	38	38	38	38	38	38
158	WATEGAONKAR SARITA SUBHASH	32	35	32	32	35	32	32	32	35	32	32	35

P. V. Meher  
**DIRECTOR**  
 Yashwantrao Institute of  
 Health, Tal. Washwa, Dist. S.



Shri VenkateshwaraShikshanSanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-III

DATE:18/10/2019

YEAR 2019-20

Roll No	Name of Student	CPSM	FM1	FM2	FM3	MM1	MM2	MM3	HR1	HR2	HR3	AB M1	AB M2	AB M3	PM 1	PM 2	PM 3
201	DHOUGULE ANIKET SHRIKANT	38				35	35	35	35	36	36				35	36	35
202	DESHMUKH ANIRUDDHA CHANDRAKANT	38	36	36	36												
203	DESHMUKHPATIL VAISHNAVI SHIVAJI	40	38	36	38				38	36	38						
204	DHANWADE TATOBA DILIP	38				38	39	38	38	39	38						
205	GAIKWAD ATUL LAHUKANT	38				35	35	35	35	35	35						
206	GAIKWAD DIPTEE DEEPAK	40				36	36	36	36	36	36						
207	HULVAN MAHESH DILIP	38				38	36	38	38	36	38						
208	KACHARE DIPALI DINKAR	38				38	39	38	38	39	38						
209	KATKE ANKUSH PANDURANG	40				35	35	35	35	35	35						
210	KHANZADE ARIE JAHANGIR	38	36	36	36	36	36	36									
211	MANE SWAPNIL HANMANT	38				38	36	38	38	36	38						
212	MORE SNEHAL SAMBHAJI	40	38	39	38				38	39	38						
213	NAWALE PRIYNAKA SAMJAY	38				35	35	35	35	35	35						
214	NIKAM POOJA CHANDRAKANT	38				36	36	36	36	36	36						
215	NIKAM RAHUL VISHWAS	40				38	36	38	38	36	38						
216	PANDIT ABHJEET ANANDRAO	38				38	39	38	38	39	38						
217	PATIL ANJALI SHANKAR	38	36	35	36	35	35	36									
218	PATIL ASHRESHA RAJENDRA	40	36	36	36				36	36	36						
219	PATIL JAYDEEP JAYSING	38				38	36	38	38	36	38						
220	PATIL RESHMA MILIND	38				38	39	38	38	39	38						
221	PATIL SATISH BABURAO	40				35	35	35	35	35	35						
222	PATIL SHUBHAM SUBHASH	38				36	36	36	36						38	39	38





Shri Venkateshwara ShikshanSanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-IV

YEAR 2019-20

DATE:15/03/2020

Roll No	Name of Student	ED	GQS	IB	MCS	FM1	FM2	MM1	MM2	HR1	HR2	AB M1	AB M2	PM 1	PM 2
201	CHOLIGULE ANIKET SHRIKANT	39	40	39	39			MM1	MM2					PM 1	PM 2
202	DESHMUKH ANIRUDDHA CHANDRAKANT	35	35	35	35	36	36	35	35	36	36			35	36
203	DESHMUKHPATIL VAISHNAVI SHIVAJI	35	35	35	35	38	36			38	36				
204	DHANWADE TATOBA DILIP	39	30	39	39					38	39				
205	GAIKWAD ATUL LAHUKANT	39	30	39	39			38	39	35	35				
206	GAIKWAD DIPTEE DEEPAK	39	40	39	39			35	35	36	36				
207	HULVAN MAHESH DILIP	35	35	35	35			36	36	38	36				
208	KACHARE DIPALI DINKAR	35	35	35	35			38	36	38	39				
209	KATKE ANKUSH PANDURANG	39	30	38	39			38	39	35	35				
210	KHANZADE ARIF JAHANGIR	39	30	39	39	36	36	35	35						
211	MANE SWAPNIL HANMANT	39	40	39	39			36	36	38	36				
212	MORE SNEHAL SAMBHAJI	35	35	35	35	36	39	38	36	38	39				
213	NAWALE PRIYANKA SANJAY	35	35	35	35					35	35				
214	NIKAM POOJA CHANDRAKANT	39	30	39	39			35	35	35	36				
215	NIKAM RAHUL VISHWAS	39	30	39	39			36	36	38	36				
216	PANDIT ABRIJEET ANANDRAO	39	40	39	39			38	36	38	39				
217	PATIL ANJALI SHANKAR	35	35	35	35	35	35	34	34						
218	PATIL ASHLESHA RAJENDRA	35	35	35	35	36	36	35	35	35	36				
219	PATIL JAYDEEP JAYSING	39	30	39	39					38	36				
220	PATIL RESHMA MILIND	39	30	39	39			38	36	38	39				
221	PATIL SATISH BABURAO	39	40	39	39			38	39	35	35				







2018-19



Shri Venkateshwara Shikshan Sansstha's

Venkateshwara Institute of Management (M.B.A)

INTERNAL MARKS SEM-I

YEAR-2018-19

Date:- 10/11/2018

Roll No.	Name of Student	OB	ME	PPM	AFM	ITM	BC	LFB	STATE
101	AIWALE RAJUL RAMCHANDRA	28	28	30	26	26	28	30	41
102	APOJADE PEARULLA VISHWAS	30	38	39	36	30	38	39	35
103	AWATE PRIYANKA SANJAY	29	27	30	32	29	27	30	35
104	CHAVAN SURESH LAXMAN	36	35	36	38	36	35	36	36
105	CHOUKULE ANHNET SURIKANT	28	29	28	29	28	29	28	36
106	DESHMUKHPATIL VAISHNAVI SHIVAJI	30	31	36	35	30	31	36	34
107	DHANAWADE RAJEEV DILIP	35	36	38	29	35	35	36	36
108	DHASWADE TATOBA DILIP	26	28	30	26	26	28	30	32
109	GAIKWAD AVDHUT DIPAK	30	38	39	36	30	38	39	38
110	GAIKWAD DIPTEE DIPAK	29	27	30	32	29	27	30	32
111	GHOSEPADE PRIYANKA MANIKRAO	36	35	36	38	36	35	36	41
112	HILVAN MAHESH DILIP	28	29	28	20	28	29	28	35
113	JADHAV SURESH RAMCHANDRA	38	30	32	35	38	30	32	35
114	JOSHI KEDAR SATISH	39	36	35	36	38	35	35	36
115	KACHARE DIPALI DINKAR	38	36	35	36	38	36	35	36
116	KADAM ANAJI PRITENI	37	32	35	34	37	32	35	34
117	KADAM JYOTI BALVANT	39	40	35	36	39	40	35	36
118	LOHAR SHUBHAM MOHAN	38	36	40	32	38	36	40	32
119	MANE RUTHIA VISHWAS	40	38	38	36	40	38	36	38
120	MANE SWAPNIE HARMANT	40	41	35	32	40	41	35	32
121	MIRAKAR SAGAR SURYAKANT	35	30	40	41	35	30	40	41



122	MORE SNEHAL SOMBHARJ	40	35	36	35	40	35	38	35	35
123	NALAWADE SHRIKANT MANSING	38	30	32	35	38	30	32	35	35
124	NIKAM AJINKYA ARJUN	39	35	33	35	39	35	33	35	36
125	NIKAM PUCHA CHANDRABHAKANT	36	35	35	36	38	35	35	35	36
126	NIKAM RAHUL VISHWAS	37	32	35	34	37	32	35	35	34
127	PATIL ABHAYRAJ VIKAS	39	40	35	36	39	40	35	36	36
128	PATIL ADARSH DIPAK	38	35	40	32	38	36	40	32	32
129	PATIL AJINKYA TUKARAM	40	26	28	30	26	25	28	28	38
130	PATIL AKSHAY SAMPATILAO	40	30	36	38	36	30	36	30	32
131	PATIL ANIL SHIA RAJENDRA	35	29	27	30	32	29	27	27	41
132	PATIL BHAYYASURI SANJAY	40	36	35	36	38	36	35	35	35
133	PATIL JAYDEEP JAYSING	38	28	29	28	28	28	29	29	35
134	PATIL KIBANKUMAR VASANTRAO	39	30	31	36	35	30	31	36	36
135	PATIL PRANIT ARVIND	38	35	36	38	28	35	36	36	36
136	PATIL RESHMA MELIND	37	26	28	30	26	26	28	26	34
137	PATIL SHUBHAM DHARARAO	39	30	38	39	36	30	38	30	36
138	PATIL SHUBHAM SUBHASHI	38	29	27	30	32	29	27	29	32
139	PATIL VANITA HOSKULAO	40	36	35	36	38	36	35	36	36
140	PAWAR AKSHAY RAJASATHEB	40	28	29	28	29	26	29	26	32
141	PAWAR PRANAKTA ASHOK	35	30	40	41	35	30	40	30	41
142	PISAL ASHWINI DILIP	40	35	38	35	40	35	38	35	35
143	SALUNKHE PRYANKA DILIP	38	30	32	35	35	30	32	30	35
144	SANKPAL ADHYAYSHINI VIKRAM	39	35	33	36	39	35	33	35	36
145	SATHE INDIRA BAPURAO	38	36	35	35	38	36	35	36	36
146	SAWANT GANESH NARAYAN	37	30	35	34	37	32	35	32	34
147	SIDDIQUE AHRAJ AHMED MUTAHIR	39	40	36	36	39	40	35	40	36





148	SUTAR SWAPNIL MANIK	38	38	40	32	38	36	40	32
149	TAMBOLI MEWEKARI TAUFIK ISALAL	40	38	38	38	40	38	38	38
150	TATE ROHIT SURESH	40	26	28	30	26	26	28	32
151	THORAT RUTUJA ARUN	35	30	38	39	36	30	38	41
152	VANJARI JYOTI SATISH	40	29	27	30	32	29	27	35
153	WAJE PRATIKSHA RAVINDRA	38	36	35	36	38	36	35	35



*P. V. Kulkarni*

**DIRECTOR**

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Shri Venkateshwara ShikshanSanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-II

YEAR-2018-19

Date:- 20/03/2019

Roll No	Name of Student	MM	BE	HRM	FM	MIS	RM	OM	ORT
101	AIWALI RAHIL RAMCHANDRA	38	39	38	39	38	39	38	39
102	APUGADI PRAPULTA VISHWAS	41	40	41	40	41	40	41	40
103	AWATE PRIYANKA SAGUAY	39	38	39	38	39	38	39	38
104	CHAVAN SURAJ LAXMAN	36	35	36	35	36	35	36	35
105	CHOURGULE ANKESH SHUKANT	36	35	36	35	36	35	36	35
106	DENIMUKHPATEL VAISHNAVI SHIVAJI	39	30	39	30	39	30	39	30
107	DHANAWADE RAHIL DILIP	40	32	40	32	40	32	40	32
108	DHASWADE TATOBA DILIP	38	38	38	38	38	38	38	38
109	GAIKWAD AVDHUT DIPAK	39	38	39	38	39	38	39	38
110	GAIKWAD DIPTEE DIPAK	38	39	38	39	38	39	38	39
111	GHORPADE PRIYANKA MANIKRAO	41	40	41	40	41	40	41	40
112	GOJVAN MAHESH DILIP	39	38	39	38	39	38	39	38
113	JADHAV SHUBHAM RAMCHANDRA	36	35	36	35	36	35	36	35
114	JOSHI KEDAR SATISH	36	35	36	35	36	35	36	35
115	KACHARE DIPAL DINKAR	39	30	39	30	39	30	39	30
116	KADAM ANALI PRITESH	40	32	40	32	40	32	40	32
117	KADAM JYOTI BALVANT	38	38	38	38	38	38	38	38
118	LOHAR SHUBHAM MOHAN	39	38	39	38	39	38	39	38
119	MANE RUTUJA VISHWAS	38	39	38	39	38	39	38	39
120	MANE SWAPNIL HARIMANT	41	40	41	40	41	40	41	40
121	MORAJKAR SAGAR SURYAKANT	39	38	39	38	39	38	39	38



122	MORE SMELAL SAMBHAJ	36	36	36	35	36	35	36	35
123	NALAWADE SHRIKANT MANSING	36	35	36	35	36	35	36	35
124	NIKAM AJINKYA ARJUN	39	30	39	30	39	30	39	30
125	NIKAM POCHA CHANDRAKANT	40	32	40	32	40	32	40	32
126	NIKAM RAHUL VISHWAS	38	38	38	38	38	38	38	38
127	PATIL ABHAYRAJ VIKAS	39	38	39	36	39	38	39	38
128	PATIL ADARSH DIPAK	38	39	38	39	38	39	36	39
129	PATIL AMNKYA TUKARAM	41	40	41	40	41	40	41	40
130	PATIL AKSHAY SAMPATRAO	39	38	39	38	39	38	39	38
131	PATIL ASHLESHA RAJENDRA	36	35	36	36	36	35	36	35
132	PATIL BHAGYASHRI SANJAY	36	35	36	35	36	35	36	35
133	PATIL JAYDEEP JAYSING	39	30	39	30	39	30	39	30
134	PATIL KIRANKUMAR VASANTRAO	40	32	40	32	40	32	40	32
135	PATIL ISHANT AJVIND	38	38	38	38	38	38	38	38
136	PATIL KESHMA MILDID	39	38	39	38	39	38	39	38
137	PATIL SUBHAM DHARERAO	38	39	38	39	38	39	38	39
138	PATIL SUBHAM SUBHASH	41	40	41	40	41	40	41	40
139	PATIL VANITA HOSERAO	39	38	39	38	39	38	39	38
140	PAWAR AKSHAY BABASAHEB	36	35	36	35	36	35	36	35
141	PAWAR PRAJAKTA ASHOK	36	35	36	35	36	35	36	35
142	PISAL ASHWINI DILIP	39	30	39	30	39	30	39	30
143	SALUNKHE PRITYANKA DILIP	40	32	40	32	40	32	40	32
144	SANKPAL ABHAYSINI VIKRAM	38	38	38	38	38	38	38	38
145	SACHE INDIRA BAPURAO	39	38	39	38	39	38	39	38
146	SAWANT GANESH NARAYAN	38	39	38	39	38	39	38	39
147	SIDDIQUEE AHRAR AHMED MUTAHR	41	40	41	40	41	40	41	40



148	SUTAR SWAINIL MANIK	38	36	40	32	38	36	40	32
149	TAMBOLI MEWEKARI TAUFIK ISALAL	40	38	38	38	40	38	38	38
150	TATE ROHIT SURESH	40	26	28	30	26	26	28	32
151	THORAT RUTUJA ARUN	35	30	38	39	36	30	38	41
152	VANDARI JYOTI SATISH	40	29	27	30	32	29	27	35
153	WAJE PRATIKSHA RAVINDRA	38	36	35	36	38	36	35	35



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Shri VenkateshwaraShikshan Sanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-III

YEAR 2018-19

DATE: 12/11/2018

Roll No.	Name of Student	CPSM	FM1	FM2	FM3	MM1	MM2	MM3	HR1	HR2	HR3	ABM1	ABM2	ABM3
201	ADISARE MANSING BABURAO	35				35	38	36	38	36	38			
202	AUTADE YOGITA UMESH	40				39	38	39	38	39	38			
203	BHOSALE KIRAN SAMBHAJI	38				40	40	40	40	40	40			
204	BHOSALE PRIYANKA JALINDAR	39	38	38	38				38	38	38			
205	CHAVAN PRIYANKA SAMBHAJI	38	35	35	35				35	35	35			
206	DESAI NILESH DIPAK	37				36	36	36	36	36	36			
207	DESAI SURAJ DHONDIRAM	39	38	36	35				38	36	38			
208	DHAKANE KAJAL HANUMANT	36	38	39	38				38	39	36			
209	GHORPADE SUPRIYA MANIKRAO	40	40	40	40				40	40	40			
210	HIMANE SUSHANT SANJAY	40				38	38	38	38	38	38			
211	KAMBLE DHANASHRI VALMIK	41	35	35	35				35	35	35			
212	KANK SWATI SHIVAJI	38	36	36	36				36	36	36			
213	MALGUNDE CHAITALI MOHAN	40	38	36	38				38	36	38			
214	MANE NIKHIL NISHIKANT	38	38	39	36				38	39	38			
215	MANE SUJHAKAR SANJAY	39							40	40	40	41	40	40
216	NAIKWADE HIMMAT MIRASO	38				38	38	38	38	38	38			
217	NAZARE NIKITA NANDAKUMAR	39	35	35	36				35	35	35			
218	PATEL ARIF NAZARUDDIN	38	36	36	36				36	36	36			
219	PATEL SHAHARUKH BABASO	38	38	38	38				38	36	38			
220	PATIL AJINKYA RAMESH	40	38	39	38				38	39	38			
221	PATIL PRANITA PRADIP	41	40	40	40				40	40	40			



222	PATIL SHAKUNTALA NIVAS	38	38	38	38				38	38	38			
223	PATIL SHITAL SHANKAR	35	35	35	35				35	35	35	39	38	37
224	PATIL SUPRIYA BALASO	40	36	36	36				36	36	36			
225	PHALKE SONALI SUNIL	40	38	36	38				38	36	36			
226	POTDAR AISHWARYA MAHADEV	40	38	39	38				38	39	38			
227	SHAIKH AFRIN ARIF	40							40	40	40			
228	SHAIKH AMIRKHAN RAJMOHAMMAD	34				38	38	38	38	38	38			
229	SHINDE PRATIK PREM KUMAR	39	35	35	35				35	35	35			
	SURYAWANSHI AISHWARYA	38	36	36	36				36	36	36			
230	PANDURANG													



*P. K. Vaid*  
**DIRECTOR**  
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 Peth, Tal. Welva, Dist. Sangli.

Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management (M.B.A)

INTERNAL MARKS SEM-IV

YEAR 2018-19

DATE: 20/03/2019

Roll No.	Name of Student	ED	GQS	IB	MCS	FM1	FM2	MM1	MM2	HR1	HR2	ABM1	ABM2
201	ADISARE MANSING BABURAO	39	30	39	39			36	36	38	36		
202	AUTADE YOGITA UMESH	40	32	40	40			39	38	38	39		
203	BHOSALE KIRAN SAMBHAJI	41	38	41	41			40	40	40	40		
204	BHOSALE PRIYANKA JALNDAR	39	40	39	39	38	38			38	38		
205	CHAVAN PRIYANKA SAMBHAJI	35	35	35	35	35	35			35	35		
206	DESAI NILESH DIPAK	35	35	35	35			38	38	36	36		
207	DESAI SURAJ DHONDIRAM	39	30	39	39	38	36			38	36		
208	DHAKANE KAJAL HANUMANT	39	30	39	39	38	39			38	39		
209	GHORPADE SUPRIYA MANIKRAO	40	32	40	40	40	40			40	40		
210	HIMANE SUSHANT SANJAY	41	38	41	41			38	38	38	38		
211	KAMBLE DHANASHRI VALMIK	39	40	39	39	35	35			35	35		
212	KANK SWATI SHIVAJI	35	35	35	35	36	36			36	36		
213	MALGUNDE CHAITALI MOHAN	35	35	35	35	38	36			36	36		
214	MANE NIKHIL NISHIKANT	39	30	39	39	38	39			38	39		
215	MANE SUDHAKAR SANJAY	39	30	39	39					40	40	41	40
216	NAIKWADI HIMMAT MIRASO	40	32	40	40			38	38	38	36		
217	NAZARE NIKITA NANDAKUMAR	41	38	41	41	35	35			35	35		
218	PATEL ARIF NAZARUDDIN	39	40	39	39	36	36			36	36		
219	PATEL SHAHARUKH BABASO	35	35	35	35	38	36			38	36		
220	PATIL AJINKYA RAMESH	35	35	35	35	38	39			38	39		
221	PATIL PRANITA PRADIP	39	30	39	39	40	40			40	40		



222	PATIL SHAKUNTALA NIVAS	39	30	38	39	38	38			38	38		
223	PATIL SHITAL SHANKAR	40	32	40	40	35	35			35	35	39	38
224	PATIL SUPRIYA BALASO	41	38	41	41	36	36			36	36		
225	PHALKE SONALI SUNIL	39	40	39	39	38	38			38	38		
226	POTDAR AISHWARYA MAHADEV	35	35	35	35	38	39			38	39		
227	SHAIKH AFRIN ARIF	35	35	35	35					40	40		
228	SHAIKH AMIRKHAM RAJMOHMMAD	39	30	39	39			38	38	38	38		
229	SHINDE PRATIK PREMKUMAR	39	30	39	39	35	35			35	35		
230	SURYAWANSHI AISHWARYA PANDURANG.	40	32	40	40	36	36			36	36		



*P. K. Kulkarni*  
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2017-2018



Shri Venkateshwara Shikshan Sanstha's  
Venkateshwara Institute of Management (M.B.A)

INTERNAL MARKS SEM-I

YEAR-2017-18

DATE: 02/12/2017

Roll No	Name of Student	OB	ME	PPM	AFM	ITM	BC	LFB	STATE
101	AJTADE YOGITA UMESH	35	30	40	41	42	41	40	32
102	BHOSALE AJIT RAMESH	26	28	30	26	25	28	30	38
103	BHOSALE ROHIT VILAS	30	38	39	36	30	38	39	32
104	DESAI SURAJ DHONDIRAM	29	27	30	32	29	27	30	37
105	DHAVALIKAR ANUP ANIL	36	35	36	38	36	35	36	35
106	HIMANE SUSHANT SANJAY	28	29	28	29	28	29	28	35
107	KADAM PRAMOD TANAJI	30	31	36	35	30	31	36	30
108	PATIL AJINKYA RAMESH	35	36	38	29	35	36	38	32
109	PATIL KIRAN KRISHNAT	26	28	30	26	26	28	30	38
110	TODKAR RIDEESH VASANT	30	38	39	36	30	38	38	32
111	ADISARE MANSING BABURAO	29	27	30	32	29	27	30	37
112	AWATE AJINKYA VIJAYKUMAR	36	35	36	38	36	35	36	35
113	BHOSALE KIRAN SAMBHAJI	28	29	28	29	28	29	28	35
114	BHOSALE PRIYANKA JALINDAR	30	31	36	35	30	31	36	30
115	CHAVAN PRIYANKA SAMBHAJI	35	36	38	29	35	36	38	32
116	DESHMUKH ANIRUDDHA CHANDRAKANT	26	28	30	26	26	28	30	38
117	DHAKANE KAJAL HANUMANT	30	38	39	36	30	38	39	32
118	DINDE NITA ASHOK	29	27	30	32	29	27	30	38
119	GAIKWAD ATUL LAHUKANT	38	39	30	38	39	30	30	38
120	GHORPADE SUPRIYA MANIKRAO	40	40	32	41	40	32	32	41
121	GOINGADE SANGRAM DHONDIRAM	41	41	38	39	36	38	38	38
122	KAMBLE DHANSHRI VALMIK	38	39	40	40	39	38	37	38
123	KAMBLE PRIYANKA DADASO	35	35	30	36	39	30	30	38
124	KANK SWATI SHIVAJI	40	41	35	36	38	39	40	41
125	KATKE ANKUSH PANDURANG	40	41	35	36	38	39	40	41
126	KHANZADE ARIF JAHANGIR	40	41	35	36	38	39	40	41
127	KOLI SACHIN BHIMRAO	40	41	35	36	38	39	40	41
128	MALGUNDE CHAITRALI MOHAN	34	36	34	36	34	36	34	36



129	MALI MADAN RAJENDRA	32	41	40	32	32	41	40	32
130	MANE NIKHIL NISHIKANT	40	32	41	40	40	32	41	40
131	MANE SUDHAKAR SANJAY	36	38	39	38	38	39	39	38
132	MULIK MANOJ DATTATRAY	35	32	36	35	35	32	36	35
133	MULIK RAVINDRA KIRAN	36	37	34	38	36	37	34	36
134	MULLA MUKHTAR FAIYYAZAHMED	37	35	39	37	37	35	39	37
135	NAGE RAHUL MAHADEO	36	39	38	36	36	36	38	36
136	NAIKWADI HIMMAT MIRASO	41	32	41	32	41	32	41	32
137	NAZARE NIKITA NANDKUMAR	32	40	32	40	32	40	32	40
138	PANDIT ABHIJEET ANANDRAO	38	38	38	38	38	38	38	38
139	PATEL ARIF NAZARUDDIN	32	35	32	35	32	35	32	35
140	PATEL SHAHARUKH BABASO	37	36	37	36	37	36	37	36
141	PATIL AMIT SUKUMAR	32	41	40	32	32	41	40	32
142	PATIL PRANITA PRADIP	40	32	41	40	40	32	41	40
143	PATIL PRASHANT RAGHUNATH	38	38	39	38	38	38	39	38
144	PATIL SATISH BABURAO	35	32	36	35	35	32	36	35
145	PATIL SHAKUNTALA NIVAS	36	37	34	38	36	37	34	36
146	PATIL SHITAL SHANKAR	37	35	39	37	37	35	39	37
147	PATIL SUPRIYA BALASO	36	35	38	36	36	35	38	36
148	PAWAR RUPALI ANNASAHEB	41	32	41	32	41	32	41	32
149	PETHKAR SLYOG DNYANESHWAR	32	40	32	40	32	40	32	40
150	PHALKE SONALI SUNIL	38	38	38	38	38	38	38	38
151	POTDAR AISHWARYA MAHADEV	32	35	32	35	32	35	32	35
152	SHAIKH AFRIN ARIF	37	36	37	36	37	36	37	36
153	SHAIKH AMIRKHAN RA/MOHMMAD	32	41	40	32	32	41	40	32
154	SHINDE PRATIK PREMKUMAR	40	32	41	40	40	32	41	40
155	SURYAWANSHI AISHWARYA PANDLIRANG	38	38	39	38	38	38	39	38
156	SURYWASHI AVADHUT RAJENDRA	35	32	36	35	35	32	36	35
157	THORAT ANIKET DHANAJIRAO	36	37	34	36	36	37	34	36
158	THORAT AVINASH SARJERAO	37	35	39	37	37	35	39	37
159	THORAT NITIN BALASO	36	35	38	36	36	35	38	36
160	WALWEKAR DIVYANI DILIP	41	32	41	32	41	32	41	32



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DIRECTOR

Veereshwara Institute of Management  
Patli, Tal. Walwa, Dist. Sangli.



ShriVenkateshwaraShikshanSanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-II

YEAR-2017-18

DATE:20/03/2018

Roll No.	Name of Student	MM	BE	HRM	FM	MIS	RM	OM	ORT
101	ALTADE YOGITA LAMESH	39	30	38	39	39	30	39	30
102	BHOSALE AJIT RAMESH	40	32	41	40	40	32	40	32
103	BHOSALE ROHIT VILAS	38	38	39	38	38	38	38	38
104	DESAI SURAJ DHONDIRAM	35	32	36	35	36	32	35	32
105	DHAVALIKAR ANUP ANIL	35	38	36	35	36	38	36	38
106	HIMANE SUSHANT SANJAY	30	38	39	30	30	38	30	38
107	KADAM PRAMOD TANAJI	32	41	40	32	32	41	32	41
108	PATIL AJINKYA RAMESH	38	39	38	38	38	39	39	39
109	PATIL KIRAN KRISHNAT	40	40	39	38	37	38	40	40
110	TODKAR RIDEESH VASANT	30	38	39	30	30	38	30	38
111	ADISARE MANSING BABURAO	35	36	36	39	40	41	35	38
112	AWATE AJINKYA VIJAYKUMAR	35	38	38	39	40	41	35	38
113	BHOSALE KIRAN SAMBHAJI	35	36	38	36	40	41	35	36
114	BHOSALE PRIYANKA JALINDAR	37	34	36	37	34	38	37	34
115	CHAVAN PRIYANKA SAMBHAJI	35	39	37	35	39	37	35	39
116	DESHMUKH ANIRUDHA CHANDRAKANT	35	38	36	35	38	36	35	38
117	DHAKANE KAJAL HANUMANT	30	38	39	30	38	39	30	38
118	DINDE NITA ASHOK	32	41	40	32	41	40	32	41
119	GAIKWAD ATUL LAHUKANT	38	39	38	38	39	38	38	38
120	GHORPADE SUPRIYA MANIKRAO	32	36	36	32	36	35	32	36
121	GOINGADE SANGRAM DHONDIRAM	38	36	35	38	36	35	38	36
122	KAMBLE DHANSHRI VALMIK	38	39	30	38	39	30	38	38
123	KAMBLE PRIYANKA DADASO	41	40	32	41	40	32	41	40
124	KANK SWATI SHIVAJI	39	38	38	39	38	38	39	38
125	KATKE ANKUSH PANDURANG	38	35	32	36	36	32	38	35
126	KHANZADE ARIF JAHANGIR	38	36	35	38	36	35	38	36
127	KOLI SACHIN BHIMRAO	38	38	30	38	39	30	38	39
128	MALGUNDE CHAITRALI MOHAN	41	40	32	41	40	32	41	40





129	MALI MADAN RAJENDRA	39	37	39	37	39	37	39	37
130	MANE NIKHIL NISHIKANT	38	36	38	36	38	36	38	36
131	MANE SUDHAKAR SANJAY	38	39	38	39	38	39	38	39
132	MULIK MANDU DATTATRAY	41	40	32	41	40	32	41	40
133	MULIK RAVINDRA KIRAN	39	38	36	39	38	38	39	38
134	MULLA MUKHTAR FAIYYAZAHMED	36	35	32	36	35	32	36	35
135	NAGE RAHUL MAHADEO	34	36	37	34	36	37	34	36
136	NAIKWADI HIMMAT MIRASO	39	37	35	39	37	36	39	37
137	NAZARE NIKITA NANOKUMAR	38	36	35	38	36	35	38	36
138	PANDIT ABHJEET ANANDRAO	38	39	30	38	39	30	38	39
139	PATEL ARIF NAZARUDDIN								
140	PATEL SHAHARUKH BABASO	38	38	38	26	28	30	26	26
141	PATIL AMIT SUKUMAR	36	35	32	30	38	38	36	30
142	PATIL PRANITA PRADIP	35	40	38	29	27	30	32	29
143	PATIL PRASHANT RAGHUNATH	26	28	38	36	35	36	28	36
144	PATIL SATISH BABURAO	30	39	41	28	29	26	29	28
145	PATIL SHAKUNTALA NIVAS	29	27	39	30	31	36	35	30
146	PATIL SHITAL SHANKAR	36	35	36	35	36	36	29	35
147	PATIL SUPRIYA BALASO	28	29	38	26	28	30	26	26
148	PAWAR RUPALI ANNASAHEB	35	36	36	30	38	39	36	30
149	PETHKAR SUYOG DNYANESHWAR								
150	PHALKE SONALI SUNIL	41	40	32	36	35	36	38	36
151	POTDAR AISHWARYA MAHADEV	39	38	38	28	29	28	29	28
152	SHAIKH AFRIN ARIF	36	35	32	30	31	36	35	30
153	SHAIKH AMIRKHAN RAJMOHMMAD	34	36	37	35	36	38	29	35
154	SHINDE PRATIK PREMKUMAR	39	37	35	26	28	30	26	26
155	SURYAWANSHI AISHWARYA PANDURANG	38	36	35	30	38	39	36	30
156	SURYWASHI AVADHUT RAJENDRA	32	41	32	29	27	30	32	29
157	THORAT ANIKET DHANAJIRAO	40	32	40	36	35	36	38	36
158	THORAT AVINASH SARJERAO	38	38	38	28	29	26	29	28
159	THORAT NITIN BALASO	35	32	35	30	31	36	35	30
160	WALWEKAR DIVYANI DILIP	36	37	36	37	36	37	36	37



P. N. Kulkarni  
DIRECTOR

W. P. Kashwara Institute of Management  
Kash, Tal. Warananagar, Dist. Sangli

Shri VenkateshwaraShikshanSanstha's  
Venkateshwara Institute of Management(M.B.A)

INTERNAL MARKS SEM-III

YEAR 2017-18

DATE:05/12/2017

Roll No.	Name of Student	CPSM	FM1	FM2	FM3	MM1	MM2	MM3	HR1	HR2	HR3	PM1	PM2	PM3
201	CHANDANE SAGAR PANDIT	35	30	40	41	42	41	40						
202	CHAVAN AKSHAY MOHAN	40	35	38	35	36	39	38						
203	CHAVAN PRITI DILIP	38				34	36	36	32	30	32			
204	DHOBALE MINAL MANIK	39				35	34	36	37	35	33			
205	HOLAMUKHE KIRAN ASHOK	38	36	35	36				35	36	35			
206	HOWAL VAIBHAV VIJAY	37	32	35	34	36	38	36						
207	JADHAV DHANASHREE KUBER	39				34	38	39	30	30	40			
208	JADHAV RESHMA PRALHAD	38				41	40	40	32	35	38	41	40	40
209	KADAM PRACHI ASHOK	40				39	38	38	38	30	32			
210	KADAM SHRIRANG PRAKASH	40	41	35	32	36	35	35						
211	KAMBLE VIPIN VASANT	41				34	36	36	37	36	35			
212	KUMBHAR RAHUL BALASO	38	38	37	35	39	37	37						
213	LANDE SUCHITRA SUHAS	40	35	36	35				35	30	40			
214	NADAF SALIM DILAWAR	38				38	39	39	30	35	38			
215	NAGE NILAM MAHADEV	39	32	40	32				32	30	32			
216	NANGAREPATIL SHRIRAM SHANKAR	38				39	38	38	38	35	33			
217	PATIL AKSHAY ADHIKRAO	39	35	35	32				32	36	35			
218	PATIL MAHESH SHRIRANG	38	35	35	38	38	35	35						
219	PATIL PRATIK RAGHUNATH	38	39	30	38	39	30	30						
220	PATIL PRIYANKA SATISH	40	40	32	41				41	35	38			
221	PATIL PRIYANKA ZUNZARRAO	41	41	38	39				39	30	32			
222	PATIL SHAMBHURAJE BABASO	38	39	40	40	39	38	37						
223	PATIL SMITA SAMBHAJI	35							38	36	35	39	36	37
224	PATIL SUMIT SANJAY	40				38	39	40	41	32	35			
225	PATIL SUPRIA SAMBHAJI	40				38	39	40	41	30	40			



226	PATIL SURAJ SANJAY	40	41	35	36	38	39	40						
227	PATIL SURAJ SARJERAO	40	41	35	36	38	39	40						
228	PAWAR MAHESH SANJAY	34	36	34	36	34	36	34						
229	PHARNE ANIL MANSING	39				39	37	39	37	36	35			
230	RASKAR ASHLESHA RAMESH	38				38	36	38	36	32	35			
231	SALUNKHE KOMAL DILIP	38				38	39	38	39	30	40			
232	SURYAWANSHI PRAVIN ASHOK	41				40	32	41	40	35	38			
233	THORAT AKHIL MILIND	39				38	36	39	38	30	32			
234	TONAPE AMOL SHIVAJI	36				35	32	36	35	35	33			
235	VHANAKHANDE SHRIMANT NAGAPPA	34				36	37	34	36	36	35			



*P. V. K.*  
**DIRECTOR**  
 Venkateshwara Institute of Management  
 Petli, Tal. Varva, Dist. Sangli



Shri VenkateshwaraShikshan Sanstha's  
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INTERNAL MARKS SEM-IV

YEAR 2017-18

DATE: 20/03/2018

Roll No	Name of Student	ED	GQS	IB	MCS	FM1	FM2	MM1	MM2	HR1	HR2	PM1	PM2
201	CHANDANE SAGAR PANDIT	38	35	35	35	30	40	42	41				
202	CHAVAN AKSHAY MOHAN	40	35	35	35	35	38	35	39				
203	CHAVAN PRITI DILIP	38	39	30	39			34	36	32	30		
204	DHOBALE MINAL MANIK	39	40	32	40			35	34	37	35		
205	HOLAMUKHE KIRAN ASHOK	38	41	38	41	36	35			35	36		
206	HOWAL VAIBHAV VEJAY	37	39	40	39	32	35	36	38				
207	JADHAV DHANASHREE KUBER	39	35	35	35			34	38	30	30		
208	JADHAV RESHMA PRALHAD	38	35	35	35			41	40	32	35	41	40
209	KADAM PRACHI ASHOK	40	39	30	39			39	38	38	30		
210	KADAM SHRIRANG PRAKASH	40	40	32	40	41	35	36	35				
211	KAMBLE VIPIN VASANT	41	41	38	41			34	36	37	36		
212	KUMBHAR RAHUL BALASO	38	39	40	39	38	37	39	37				
213	LANDE SUCHITRA SUHAS	40	35	35	35	35	36			35	30		
214	NADAF SALIM DILAWAR	38	35	35	35			38	39	30	35		
215	NAGE NILAM MAHADEV	39	39	30	39	32	40			32	30		
216	NANGAREPATIL SHRIRAM SHANKAR	38	40	32	40			39	38	38	35		
217	PATIL AKSHAY ADHIKRAO	39	41	38	41	35	36			32	36		
218	PATIL MAHESH SHRIRANG	38	39	40	39	35	35	36	35				
219	PATIL PRATIK RAGHUNATH	38	35	35	35	39	30	39	30				
220	PATIL PRIYANKA SATISH	40	35	35	35	40	32			41	35		
221	PATIL PRIYANKA ZUNZARRAO	41	39	30	39	41	38			39	30		
222	PATIL SHAMBHURAJE BABASO	38	40	32	40	38	40	39	38				
223	PATIL SMITA SAMBHAJI	35	41	38	41					38	36	39	38
224	PATIL SUMIT SANJAY	40	39	40	39			38	39	41	32		
225	PATIL SUPRIJA SAMBHAJI	40	35	35	38			38	39	41	30		
226	PATIL SURAJ SANJAY	40	35	35	35	31	35	38	39				





227	PATIL SURAJ SARJERAO	40	39	30	39	41	35	38	39				
228	PAWAR MAHESH SANJAY	34	40	32	40	36	34	34	38				
229	PHARNE ANIL MANSING	39	41	36	41			39	37	37	36		
230	RASKAR ASHLESHA RAMESH	38	39	40	39			38	36	36	32		
231	SALUNKHE KOMAL DILIP	38	35	35	35			38	39	39	30		
232	SURYAWANSHI PRAVIN ASHOK	41	35	35	35			40	32	40	35		
233	THORAT AKHIL MILIND	39	39	30	39			38	38	38	30		
234	TONAPE AMOL SHIVAJI	36	40	32	40			35	32	35	35		
235	VHANAKHANDE SHRIMANT NAGAPPA	34	41	38	41			36	37	36	36		



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