



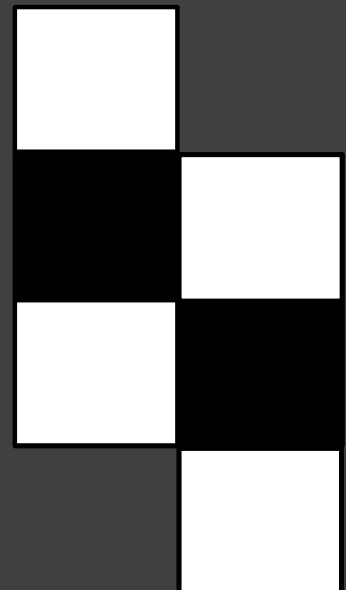
MBA

**Kavayitri Bahinabai Chaudhari North
Maharashtra University, Jalgaon**

FACULTY OF COMMERCE & MANAGEMENT

**Structure, Equivalence and Syllabus
of
Master in Business Administration
(MBA)-I
(Semester 60-40 pattern)**

w.e.f AY 2021-22



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

w.e.f. AY 2021-22

SUMMARY OF DISTRIBUTION OF CREDIT

Sr. No	Type of course	Sem I	Sem II	Sem III	Sem IV
01	Core	20	20	12	12
02	Skill based	08	08	--	--
03	Elective	--	--	16	12
04	Project	--	--	--	04
05	Audit	02	02	02	02
06	Total Credits	30	30	30	30

Subject Type	Core	Skill based	School Elective	Project	Audit	Total
Credits	64	16	28	04	08	120

Total Credits = 120

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MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

w.e.f. AY 2021-22

COURSE STRUCTURE

Semester-I and II					
Paper		Semester-I	Paper		Semester-II
101	Core	Management Science	201	Core	Business Ethics & CSR
102	Core	Organizational Behaviour	202	Core	Business Research Methods
103	Core	Managerial Economics	203	Core	Indian Economy and Policy
104	Skill Based	Human Resource Management	204	Skill Based	Marketing Management
105	Skill Based	Business Accounting and Costing	205	Skill Based	Financial Management
106	Core	Operations Management	206	Core	Computer applications in Business
107	Skill Based	Communication Skill	207	Core	Business Analytics

Semester-III and IV					
Paper		Semester-III	Paper		Semester-IV
301	Core	Strategic Management	401	Core	Design Thinking and Innovation Management
302	Core	Management Information Systems	402	Core	Entrepreneurship and Project Management
303	Core	Legal Aspects of Business	403	Core	Indian Commercial Laws
304	Elective	Specialization-I	404	Elective	Specialization-V
305	Elective	Specialization-II	405	Elective	Specialization-VI
306	Elective	Specialization-III	406	Elective	Specialization -VII
307	Elective	Specialization-IV	407	Elective	Project Report

Specialization (Any One)	
A	Financial Management
B	Marketing Management
C	Human Resource Management
D	Production and Operations Management
E	Information Technology and Systems Management
F	Hospital Management / Health Care Management,
G	Business Analytics

MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

(FACULTY OF COMMERCE & MANAGEMENT)

COURSE STRUCTURE WITH CREDIT

Semester I					
Paper	Paper Name	Credits	Maximum Marks		
			Internal	External	Total
101	Management Science	4	40	60	100
102	Organizational Behaviour	4	40	60	100
103	Managerial Economics	4	40	60	100
104	Human Resource Management	4	40	60	100
105	Business Accounting and Costing	4	40	60	100
106	Operations Management	4	40	60	100
107	Communication Skill	4	40	60	100
AC101	Practicing Cleanliness	2	100		100
Semester II					
201	Business Ethics & CSR	4	40	60	100
202	Business Research Methods	4	40	60	100
203	Indian Economy and Policy	4	40	60	100
204	Marketing Management	4	40	60	100
205	Financial Management	4	40	60	100
206	Computer applications in Business	4	40	60	100
207	Business Analytics	4	40	60	100
AC201/ 2/3/4	AC-201: Soft Skills, AC-202: Sports Activities AC-203: Yoga, AC-204: Music	2	100		100
Semester III					
301	Strategic Management	4	40	60	100
302	Management Information Systems & E-commerce	4	40	60	100
303	Legal Aspects of Business	4	40	60	100
304	Specialization-I	4	40	60	100
305	Specialization-II	4	40	60	100
306	Specialization-III	4	40	60	100
307	Specialization-IV	4	40	60	100
AC301/ 2/3/4	AC-301: Advanced Excel AC-302: Cyber Security AC-303: Digital Marketing AC-304: Financial Planning	2	100		100
Semester IV					
401	Design Thinking and Innovation Management	4	40	60	100
402	Entrepreneurship and Project Management	4	40	60	100
403	Indian Commercial Laws	4	40	60	100
404	Specialization-V	4	40	60	100
405	Specialization-VI	4	40	60	100
406	Specialization -VII	4	40	60	100
407	Specialization VII (Project Viva-Voce)	4	50	50	100
AC 401/2/ 3/4	AC-401: Start-up AC-402: Tally ERP AC-403:- Green Audit AC-404:- Social Entrepreneurship	2	100		100
Total		120			3200

Specialization (Any One)	
A	Financial Management
B	Marketing Management
C	Human Resource Management
D	Production and Operations Management
E	Information Technology and Systems Management
F	Health Care Management
G	Business Analytics



KBC North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE and MANAGEMENT

STRUCTURE OF MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

W.E.F. A.Y. 2021-22

1. TITLE OF THE DEGREE

This degree shall be titled as Master in Business Administration (MBA) with the mention of Specialization in the bracket as “MBA (Specialization)”. This new curriculum shall be effective from Academic year 2021-22.

2. OBJECTIVES

The main objective of MBA is to develop future managers, who would meet, the dynamic needs of the industry in a competitive and challenging environment. The program aims at giving proficient insights into different functional areas of management and develop required core competencies in appreciating the issues relating to day to day management.

The broad objectives of the Program are:

- i. To Provide strong conceptual base in all the facets of Management like Marketing, Finance, Human Resources Management, Production and Operations Management, Information Technology and Systems Management, Healthcare Management, and Business Analytics
- ii. To equip the students with requisite knowledge, skills and right attitude necessary to provide effective leadership in a global environment.
- iii. Harness entrepreneurial approach and skillsets.
- iv. Enhance the ability of students to understand the importance of an organizational perspective of different functional areas through the course
- v. Facilitate students to focus and specialize in their area/domain of professional interest through elective courses.

3. DURATION

The regular Full Time Course shall be of 2 Years duration; comprising of 4 Semesters through Theory papers, Practical, Project report, Viva-voce, and such other Continuous Evaluation Systems as may be prescribed, in this respect, from time to time.

4. ELIGIBILITY FOR ADMISSION

As per admission rules framed by the Directorate of Technical Education, Government of Maharashtra.

5. PATTERN

- 5.1. The suggested curriculum comprises 32 papers. Similarly, the student has to opt for one specialization as specialization comprising 8 papers, of which for 1 paper the student has to undergo Summer Internship Project for minimum period of 8 weeks.
- 5.2. Each semester will have 7 papers of 4 credits each an Audit course of 2 Credits, thus comprising 30 credits for each Semester that is 120 credits for whole MBA Degree Course
- 5.3. One credit for the theory course shall be of the 12 clock hours (Each course being taught in the semester will be of 4 credits) that is each course will be of 48 hours.
- 5.4. Continuous evaluation of the students shall comprise the 60+40 pattern; where every paper of 100 marks (4 credits), shall be divided as External evaluation of 60 marks and internal continuous assessment of 40 marks.
- 5.5. For Audit courses internal continuous assessment of 100 marks
- 5.6. 4 credits shall be awarded to the 408 Project Report and Viva-Voce, which will commence after completion of II Semester (During vacation falling after the end of first year) and the final work and report will be submitted during IV Semester. The marks and the credits will be allotted in IV Semester.
- 5.7. Academic calendar showing dates of commencement and end of teaching, internal assessment tests shall be duly notified before commencement of each semester every year by the Institute/College.
- 5.8. The external assessment shall be based on external written examination to be conducted by the University at the end of the each semester.
- 5.9. The student shall not be allowed to appear for the semester examination unless the Head/Director of the Department/Institution certifies completion of internal work, regularity, practical etc. The institution / Department shall submit along with this certificate Internal marks to 'The Director, Examination and Evaluation' of the University.

6. Evaluation of the student:

- 6.1. The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60.
- 6.2. Standard of passing –
 - 6.2.1. In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses. For Audit course the minimum marks for passing is 40 Marks.
 - 6.2.2. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in internal examination and external Viva Voce shall be 50% separately.

6.3. The distribution of marks for each theory paper of 4 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

Theory Examination	Maximum marks
Internal assessment (College Assessment- CA)	40
External assessment (University Assessment- UA)	60
Total marks	100

6.4. The **Project work** (summer internship) shall commence after completion of IInd Semester (During vacation falling after the end of first year) and the final Project report shall be submitted during IVth Semester. The marks and the credits shall be allotted in IVth Semester. A student shall be awarded credit points out of 4 credit points on the basis of aggregate of his/her performance in project report and viva voce.

6.5. Internal Assessment:

6.5.1. For the internal assessment, 40 marks shall be assigned which includes:

Heads	Marks	Evaluating Authority
Internal test-I	20	Concerned Faculty
Internal test-II	20	
Assignments (See 6.5.1.2 below)	20	
Total marks (Best of two)	40	

6.5.1.1. Two internal tests of 20 Marks each shall be conducted by the subject teacher. The duration of the each test will be of 1 Hour.

6.5.1.2. Twenty Marks for Assignment which may include Classroom Paper Presentation, Special Assignments, Research Paper Presentations at State Seminars, Research Paper Presentations at National Seminars, Publications in Journals, Practical (Computer related courses), Presentations of Case Study, Group Discussions, Book Review, Survey, Active participation in Event Management, Industrial Visit, Placement Activities, Institutional Branding Activities, Visit to National/International Business Exhibition etc. In related subjects (at least one activity has to be completed by the student per semester per paper to be supervised and guided by the concerned subject teacher).

6.5.2. The marks for each test shall be displayed on notice board within 7 days of conducting the test.

6.5.3. It is mandatory to show the answer sheets of all tests to the students **on demand**.

6.6. **University Assessment:** Each theory paper comprising of 60 marks shall be of 3 hours duration.

6.7. The student shall be allowed to keep the terms of the next year as per the University rules.

7. Grades:

- 7.1. Marks for each course would be converted into grade points as per **Seven-Point** grading scale which is available on University website.

8. GUIDELINES FOR TEACHING

- 8.1. There shall be at least 48 lecture hours per semester per course. The duration of the lectures shall be 60 minutes each. There shall be at least 12 weeks of teaching before commencement of examination of respective semester.
- 8.2. There shall be 4 lectures / week / paper.
- 8.3. The semester workload is balanced with 7 full papers and audit course of 100 marks each / semester. Thus, 360 lectures hours are considered for teaching sessions and continuous assessment.
- 8.4. Self-study shall be natural requirement beside the time table. The Faculty will have to exert a little extra for cultivating reading habits amongst the students.
- 8.5. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Brain storming, Game playing, Interactions with Executives etc. so as to prepare the students to face the global challenges as business executive for this Audio-visual aids and Practical field work should be a major source of acquiring knowledge.
- 8.6. Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, Video's, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The case method is generally seen as a most effective tool, and it should be included as part of the curriculum teaching as far as possible. This sharpens analytical skills of students and helps analyze problems from multi-functional perspectives. Case study method preferably shall be used wherever possible for the better understanding of the students.

9. GUIDELINES FOR PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT

- 9.1. Each student shall have to undergo a practical training for a period of not less than 8 weeks during vacation falling after the end of IInd Semester.
- 9.2. In the Fourth semester, examination student shall submit "Project Report" individually on the basis of Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.
- 9.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before commencement of the IVth Semester.
- 9.4. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.

- 9.5. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the Project report has been satisfactorily completed and shall submit one hard bound typed copy of the same to the Head / Director of the institute along with 2 CD's of Project Report. In order to save the paper, both side printing is allowed.
- 9.6. It is responsibility of concerned Institute to check the authenticity of Project.
- 9.7. Student may use SPSS software if required.
- 9.8. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.
- 9.9. Project viva voce shall be conducted at the end of Semester IV.
- 9.10. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- 9.11. Ten percent (10%) of the projects May be given by institute to the students for summer training as basic research projects.
- 9.12. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of project work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.
- 9.13. No students will be permitted to appear for Viva-voce examinations, unless and until (s) he submits the project report before the stipulated time.

10. ADDITIONAL MAJOR SPECIALIZATION

- 10.1. The student who has passed MBA of North Maharashtra University with a specific specialization, may be allowed to appear for MBA examination again, with other specialization by keeping term for the IIIrd and IVth semester for the so opted 8 papers of additional specialization. He/she has to appear for 8 papers including Project report of the additional specialization so opted.
- 10.2. Student shall be given exemption for all other papers except specialization opted.
- 10.3. The student has to pay only Tuition fees for one year as may be prescribed from time to time for this purpose.
- 10.4. The student shall not entitled to receive separate Degree Certificate or Grade for this additional specialization. The student shall be entitled to get Marks statement only.

11. STRUCTURE OF THE QUESTION PAPER

- 11.1. Each question paper shall be of 60 marks and of 3 hours duration.
- 11.2. **For Theory papers** there will be 2 Sections. In section I, a candidate shall be required to answer 3 questions out of 5 questions and in section II, student shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

- 11.3. **For Composite papers (theory and practical / problems)** there will be 2 sections. In section I (practical/problem) a student shall be required to answer 3 questions out of 5 questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.
- 11.4. **For papers including case studies (101, 301, 303 and 403)** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.
- 11.5. **For case studies (Specialization Paper – 407 except 407-E & G)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

12. ELIGIBILITY OF THE FACULTY

Strictly As per norms fixed by AICTE (www.aicte-india.org) and KBC North Maharashtra University, Jalgaon (www.nmu.ac.in)



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FACULTY OF COMMERCE and MANAGEMENT

EQUIVALENCE OF OLD AND NEW COURSES FOR MASTER IN BUSINESS ADMINISTRATION (M.B.A.)

Old Paper	Old (w.e.f.- AY 2017-18)	New Paper	New courses (w.e.f.- AY 2021-22)
Semester-I			
101	Management Science	101	Management Science
102	Corporate Communication Skills	107	Communication Skill
103	Managerial Economics	103	Managerial Economics
104	Human Resource Management	104	Human Resource Management
105	Business Accounting and Costing	105	Business Accounting and Costing
106	Organizational Behavior -I	102	Organizational Behavior
107	Corporate Social Responsibility	201	Business Ethics & CSR
108	Statistics and Quantitative Methods	207	Business Analytics
Semester - II			
201	Business Research Methods	202	Business Research Methods
202	Information Technology For Managers	206	Computer applications in Business
203	Global Economic Scenario	203	Indian Economy and Policy
204	Marketing Management	204	Marketing Management
207	Services Management		Three Chances to be given.
206	Organizational Behavior- II		Three Chances to be given.
205	Financial Management	205	Financial Management
208	Operations Management	106	Operations Management
Semester - III			
301	Strategic Management	301	Strategic Management
302	Management Information Systems	302	Management Information Systems & E commerce
303	Legal Aspects Of Business	303	Legal Aspects Of Business
304	Specialization-I	304	Specialization-I
305	Specialization-II	305	Specialization-II
306	Specialization-III	306	Specialization-III
307	Specialization-IV	307	Specialization-IV
308	Field Work/ Survey Report		---
Semester - IV			
401	Business and Government		Three Chances to be given.
402	Innovation Management	401	Design Thinking and Innovation Management
403	Indian Commercial Laws	403	Indian Commercial Laws
404	Entrepreneurship and Project Management	402	Entrepreneurship and Project Management
405	Specialization-V	404	Specialization-V
406	Specialization-VI	405	Specialization-VI
407	Specialization -VII	406	Specialization -VII
408	Project Report and Viva-Voce	407	Project Report and Viva-Voce



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: I

Paper: 101: Management Science

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description

The course focuses on providing students with managerial aspects related to the position and levels in the organizations. The course provides the overview of managerial functions such as planning, organizing, controlling, leading and decision making in an organization. It provides the base for the business students to effectively contribute in the organizations that they will join. It gives the systematic view of organizations also including decision making, management practices locally and globally.

Course Objectives:

- To develop a sound conceptual framework for understanding management sciences & Global management practices.
- To get in-depth knowledge in various functions of Management.
- To be able to understand & solve case studies in Management.

Course Outcomes:

1. **Define** conceptual framework & evolution of management sciences.
2. **Explain** Planning, organizing, directing, controlling as a managerial functions
3. **Discuss** Staffing, coordination and decision making in management
4. **Apply** Indian Management practices
5. **Relate** Global Management practices
6. **Solve** case studies in Management to enhance decision making ability

Unit – I Management and Principles of Management (8)

- 1.1. Management: Concept, Nature, scope, purpose, functions & Importance
- 1.2. Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Managerial Skills & roles (Mintzberg)
- 1.3. Evolution of Management Thought: Classical approach, scientific approach, Behavioral approach, Quantitative approach – an overview

Unit – II Functions of Management - I (8)

- 2.1. Planning: Nature, Scope, Objectives, Process of Planning, Effective Planning-Principles, Barriers overcome barriers, Planning Premises and Forecasting.
- 2.2. Organizing: Concept, Designing Organization Structure, and Forms of Organizational Structure, departmentation - need, importance & bases of departmentation
- 2.3. Directing: Concept, principles of directing, supervision
- 2.4. Controlling: Concept, Types of control, Method: Pre-control - Concurrent control - Post control, Control areas.

Unit III - Management Functions - II (8)

- 3.1. Staffing: Concept, Manpower Planning, Recent trends in HRM, workforce diversity, MBO new approach to performance appraisal.
- 3.2. Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.
- 3.3. Decision Making – Types of Decision, decision making processes, Effective Decision, Problem solving approach, Scientific Approach, Quantitative Approach, Creative Approach, Concepts of Management by Objectives(MBO)

Unit IV - Management Practices**(06)**

- 4.1. Indian Ethos: Essential Features & insights
- 4.2. Indian ethos in Management Practices
- 4.3. Management techniques in Indian Companies
- 4.4. Management Audit: Meaning of management audit, Need, Importance, Objectives and advantages of management audit

Unit V - Global Management Practices**(8)**

- 5.1. Types of Management styles: Comparison between American, Japanese and Indian styles of Management
- 5.2. TOWS matrix: A modern tool for analysis
- 5.3. Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization.
- 5.4. Bench Marking:
 - 5.4.1. Definition, Need, Levels & prerequisites,
 - 5.4.2. Process: Planning, Analysis, Integration, Action Phase
 - 5.4.3. Advantages& limitations of Benchmarking.

Unit VI - Case study:**(10)**

- 6.1. A real word situation facing a manager should be considered for analysis & discussion.
- 6.2. **Steps:** Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution

REFERENCE BOOKS:

1. Essentials of Management - Koontz & Weihrich– McGraw Hill
2. Principles of Management – Bhat & Kumar – Oxford University Press
3. Management Principles & Application - Griffin, Ricky W. : (Cengage Learning/Thomson Press)
4. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
5. Global Business Management – Adhikari - Macmillan
6. Indian Ethos - Nandagopal Tata McGraw Hill
7. Global Management Solutions: Demystified by Seth- Cengage Learning
8. Principles Of Management – Neeru Vashisth - Taxmann
9. Management - Robbins & Coulter – (Prentice Hall Of India,8th Edition)
10. Management : A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
11. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
12. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: I

Paper: 102: Organizational Behaviour

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description

This **course** is an introduction to the basic concepts and topics in organizational behavior and management. Drawing from fields including management, anthropology, sociology, information technology, ethics, economics, and psychology, OB provides a foundation for the effective management of people in organizations. The field of OB is about understanding how people and groups in organizations behave, react, and interpret events. The **course** focuses on **OB** at three levels: individual, interpersonal, and collective. It also describes the role of organizational systems, structures, and processes in shaping behavior, and explains how organizations really work. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. It covers a wide breadth of theories and applications dealing with such topics as perception, personality, motivation, rewarding behavior, team dynamics, stress, power and politics, negotiation and conflict management.

Course Objectives:

- To study Human behavior at work
- To get knowledge of Individual, Interpersonal & Group perspectives
- To get knowledge of Power & Politics
- To get in depth knowledge work motivation & work stress
- To get knowledge of Power & Politics

Course Outcomes:

At the end of the Course, the Student will be able to:

- CO1. **Define** various concepts in Organisation Behavior
- CO2. **Focus** on improvement of the individual attributes and **articulate** the process of group development
- CO3. **Practice** cordial Interpersonal Relationship and **Apply** appropriate techniques of motivation
- CO4. **Administer** power tactics to deal with organizational politics and **Assess** work stress.

Unit – I Introduction

(04)

- 1.1. Meaning, Nature, Scope, Key elements & Importance of OB ;
- 1.2. Various models of OB; Multidisciplinary nature of OB;
- 1.3. Emerging challenges for OB

Unit – II Foundations of Individual Behavior

(12)

- 2.1. **Personality:** Concept, Determinants of Personality; Personality Traits influencing behavior; EI and its impact on Personality
- 2.2. **Attitudes:** Concept, Types, Components, Functions of Attitudes, Ways to change Attitudes; Attitudes & Behavior
- 2.3. **Perception:** Meaning; Perceptual Process; Factors Influencing Perception, Attribution theory; Biases affecting Perception; Perception and OB
- 2.4. **Learning:** Meaning; Theories of Learning, Principles of learning: Reinforcement, Punishment and Extinction , Learning & Behavior

Unit – III Group Behavior

(06)

- 3.1. Reasons for formation of groups;

- 3.2. Nature & Types of groups,
- 3.3. Stages of Group Development;
- 3.4. Group Properties: Group Norms, Group Size and Group Cohesiveness; Group Think and Group Shift.

Unit – IV Interpersonal Relationship (08)

- 4.1. Nature of Conflict; Functional and Dysfunctional Conflict,
- 4.2. Types of Conflicts: (Individual, Interpersonal & Intergroup),
- 4.3. Developing interpersonal relations: Transactional Analysis and Johari Window, Conflict Management styles

Unit – V Motivation (08)

- 5.1. Nature & Types of Motivation: Financial & Non-Financial
- 5.2. Theories of Motivation:
 - 5.2.1. Need Hierarchy Theory;
 - 5.2.2. Theory X and Theory Y;
 - 5.2.3. Motivation-Hygiene Two Factor theory;
 - 5.2.4. ERG theory;
 - 5.2.5. Vroom's Expectancy theory;
 - 5.2.6. McClelland's Learned Needs Theory

Unit – VI Power & Politics (06)

- 6.1. Concept; Difference between Authority, Power & Leadership
- 6.2. Sources of Power; Power Tactics
- 6.3. Organizational Politics; Reasons for Political Behavior
- 6.4. Political strategies and tactics to acquire power, Managing Political Behavior

Unit – VII Work stress (04)

- 7.1. Concept, Nature and sources of stress of Stress
- 7.2. Consequences of Stress; Stress & Performance; Stress Management

REFERENCE BOOKS:

1. Organization Behavior – V.S.P.Rao – Excel Publication
2. Organization Behavior – Stephen Robbins, Vohra – Pearson
3. Organization Behavior – Suja R. Nair, Himalaya Publications
4. Organization Behavior –S.S. Khanka – S Chand
5. Organization Behavior – K. Ashwathappa – Himalaya
6. Organization Behavior – P. Subba Rao – Himalaya
7. Organization Behavior –Fred Luthans – Mcgraw Hill
8. Human Behavior at Work –Keith Devis- Mcgraw Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: I

Paper: 103: Managerial Economics

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description

Managerial Economics is the application of economic theory and methodology to managerial decision-making problems within various organizational settings. The emphasis of this course will be on demand & Supply analysis, Pricing and output strategies in different product market, production and cost analysis etc. This course will enable the students to investigate major areas of management decision making in the context of various business-oriented organizations for which economic analysis is a useful input.

Course Objectives:

1. To aware about the key concepts of managerial economic.
2. To familiarize with the students the importance of economic approaches in managerial decision making.
3. To understand the applications of economic theories in business decisions.
4. To analyze the possible effects and implications of both short and long-term planning decisions on the revenue and profitability of the Business.
5. To make managers capable for taking the best possible decisions for any scenario

Course Outcomes:

After Completion of this course, Students will be able to

- 1) **Describe** the Key concepts in Managerial Economics
- 2) **Explain** the various economic laws, theories and model related to managerial economics
- 3) **Analyze** the micro economic indicators and **apply** them for informed business decision making
- 4) **Identify** the different market structure and **decide** appropriate pricing strategies

Unit – I General Foundations of Managerial Economics

(10)

1.1 Managerial Economics- Meaning, Definition, Nature and Significance of Managerial Economics

1.2 Objectives of Business Firm: Profit Maximization, Sales Revenue Maximization- Baumol's Sales Maximization Model, Growth maximization - Marris's Growth Maximization Model, Utility Maximization – Williamson's model of managerial utility maximization, Output Maximization , Satisfaction Maximization.

1.3 Economic Principles relevant to Managerial Decisions- Marginal and Incremental Principle Equi-marginal Principle, Opportunity Cost Principle, Time Perspective Principle, Discounting Principle

1.4 Why Managerial Economics Is Relevant for Managers

1.6 Role and Responsibilities of Managerial Economist

Unit – II Demand and Supply Analysis

(10)

2.1 Demand: Concept of Demand, Determinants of Demand; Law of Demand – Function, Curves and Shifting of curves; Elasticity of Demand

2.2 Supply: Concept of Supply, Determinants of Supply; Law of Demand – Function, Curves and Shifting of curves; Elasticity of Supply

2.3 Demand Forecasting: Meaning & Types of Demand Forecasting, Short term Demand forecasting, Long term Demand Forecasting

2.4 Methods of Demand Forecasting (**Only introduction**) : Forecasting Demand for Established Products - a) Survey Methods- Opinion Survey method, Expert Opinion, Delphi Method, Consumer Interview method b) Statistical Methods- Trend projection method, Regression and Correlation, Extrapolation, Simultaneous equation method, Barometric techniques ; Forecasting Demand for New Product -Evolutionary Approach Substitute Approach, Growth curve Approach, Opinion Polling Approach, Sales Experience Approach, Vicarious Approach

Unit – III Market Structure and Price & Output Decisions (8)

3.1 Market Structure: Perfect competition, Monopoly, Imperfect competition, Monopolistic Competition, Oligopoly, Duopoly

3.2 Pricing and Output Decisions in Different Product Market: Price and Output Decisions under Perfect Competition, Price and Output Decisions under Monopoly, Price and Output Decisions under Monopolistic Condition, Pricing and Output Decisions under Oligopoly, Pricing and Output Decisions under Duopoly

Unit -IV Pricing Strategies and Practices (6)

4.1 Concept of Product Pricing

4.2 Factors Affecting Pricing Decisions

4.3 Pricing Methods : Marginal Cost Pricing, Limit Pricing, Market Skimming Pricing Penetration Pricing, Bundling Pricing, Peak Load Pricing ,Internet Pricing Models.

Unit – V Production Function (6)

5.1The Production Function: Production Function as Graph, Short Run Production Function, Long Run Production Function

5.2 The Law of Variable Proportions

5.3 The Law of Diminishing Marginal Returns

5.4 The law of Returns to Scale

5.5 Economies and Diseconomies of Scale

Unit – VI Cost and Revenue Analysis (8)

6.1Cost Analysis: Cost Function, Classification of Costs Relationship between AC and MC Curves, Cost-Output Relationship in the Short-run, Cost-Output Relationship in the Long-run

6.2Revenue Analysis: Meaning of Revenue, Revenue Curves under Perfect Competition Revenue Curves under Imperfect Competition

REFERENCE BOOKS:

1. Managerial Economics – Jaswinder Singh- Dreamtech Press
2. Managerial Economics- Atmanand- Excel Books
3. Managerial Economics - Damodaran – Oxford
4. Managerial Economics- Salvatore, Rastogi – Oxford
5. Managerial Economics - D. M. Mithani- Himalaya Publishing House
6. Managerial Economics - Chaturvedi, S. L. Gupta- International Books House Pvt. Ltd.
7. Managerial Economics 10e - Thomas & Morris –McGraw Hill
8. Business Economics – Gillespe - Oxford
9. Managerial Economics - Dr. H.L. Ahuja- S. Chand
10. Managerial Economics – DN Dwivedi- Vikas Publishing



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: I

Paper: 104: Human Resource Management

50 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- Human Resource Management links people-related activities to business strategy. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques and issues. This course introduces the various functions of human resource management. The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices.

Course Objectives:

- To understand the basic concepts, functions and processes of human resource Management
- To Design and formulate various HRM processes
- To develop ways of facilitating internal changes necessary to accomplish business strategies.
- To create strong foundation for further studies in the field of HRM
- To get acquainted with the current practices of HRM

Course Outcomes: At the end of the Course, the Student will be able to:

- CO1. **Describe** HRM, its functions and practices
- CO2. **Explain** Human Resource Procurement process.
- CO3. **Prepare** for Career Development and Succession Planning.
- CO4. **Administer** performance Appraisal system and **interpret** employee training, and executive development programs

Unit – I Introduction to Human Resource Management (HRM) (06)

- 1.1. Meaning. Definitions, Nature, Scope, Objectives & Functions of HRM,
- 1.2. HRM Vs. Personnel Management, HRM Vs. HRD, HRM Environment,
- 1.3. Role & Qualities of HR Manager
- 1.4. Future Role & Challenges before HRM

Unit – II Process of Procurement (12)

- 2.1. **Human Resource Planning:** Concept, Need, Characteristic & Benefits of HRP, Factors Affecting HRP, Process of Human Resource Planning, Requirements of Effective HRP, Barriers to HRP
- 2.2. **Recruitment:** Concept, Purpose & Factors Affecting Recruitment, Sources & Process of Recruitment
- 2.3. **Selection:** Concept, Selection process, Selection tests, barriers of selection
- 2.4. **Placement:** Concept & Problems
- 2.5. **Induction/Orientation:** Concept, Objective, Steps & Problems in Orientation, Topics of Induction Programme, Onboarding
- 2.6. Concept of Promotion, Demotion, Transfer, Layoff, Downsizing, Rightsizing, VRS

Unit – III Career & Succession Planning (06)

- 3.1. **Career Planning:** Meaning, Need, features, objective of career Planning, Process of career planning, Career Guidance

3.2. **Career Development:** Roles in career Development, Career Development Initiatives

3.3. **Succession Planning:** Meaning, Process & Benefits of Succession Planning

Unit – IV Performance appraisal (08)

4.1. Definitions, Objective

4.2. Process & Methods of Performance Appraisal: Traditional Methods, Modern Methods,

4.3. Problems with Performance Appraisal

4.4. Competency Mapping: Concept, Need, Competencies Applications, Classifying Competencies

Unit – V Employee Training & Executive Development (08)

5.1. Meaning, Need and Objective of Training & Development,

5.2. Difference between Training & Development,

5.3. Methods of Training & Development: On the Job & Off the Job, Evaluation of Training

Unit – VI Other Practices (08)

6.1. Concept of VUCA, Human Resource Information System, Moonlighting by employees,

6.2. Work Life Balance, Employee Engagement, Employer branding, Attrition & Retention,

6.3. Emotional Intelligence, Flexi-time & Flexi-work, Counselling, coaching & Mentoring,

6.4. CTC (Cost to Company) , Employee Stock Ownership Plan (ESOP), E-HRM.

REFERENCE BOOKS:

1. Human Resource Management: A south Asian Perspective – Mathis, Jackson, Tripathi – Cengage
2. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books
3. Human Resource Management by Wayne Mondy – Pearson
4. Human Resource Management by Haladkar& Sarkar – Oxford University Press
5. Human Resource Management By Dr. Shikha Kapoor - Taxmann
6. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill
7. Human Resource Management: A south Asian Perspective By Snell, Bohalender, Vohra- Cengage
8. Essentials of Human Resource Management By P. SubbaRao – Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 105: Business Accounting and Costing

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description: The course provides an overview of Business Accounting and Costing. It enables students to learn the process of preparation of Final Accounts and Cost Sheet which is immensely important to map the position of the firm and take day to day financial decisions.

Objectives of the Course:

- To provide basic knowledge Business Accounting and Costing.
- To study accounting concepts, conventions & standard.
- To get knowledge about Costs, Material, Labor & Overhead and Cost Accounting.
- To prepare reconciliation statements and Cost Sheet.

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

1. Describe the basic concepts related to Accounting, Financial Statements and Cost Accounting. **(Remember)**
2. Explain in detail, all the theoretical concepts taught through the syllabus. **(Understand)**
3. Perform all the necessary calculations through the relevant numerical problems. **(Apply)**
4. Analyse the situation and decide the key financial as well as non-financial elements involved in the situation. **(Analyse)**
5. Evaluate the financial impact of the decision on the business. **(Evaluate)**

Unit – I Accounting Process

(08)

- 1.1 Accounting Concepts & Conventions
- 1.2 Double Entry System of Accounting, Types of Accounts
- 1.3 Journal & Ledger Posting
- 1.4 Preparation of Trial Balance
- 1.5 Elementary Study of Accounting Standards: As-1, As-2, AS-4, AS-5, AS-6, AS-9, AS-10
- 1.6 Introduction to International Financial Reporting Standards (IFRS)

Unit – II Final Accounts:

(08)

- 2.1 Proprietor's Final Accounts with Adjustments
- 2.2 Conceptual Understanding of Financial Statements of Corporate Entities: Share Capital, Reserves and Surplus, Long Term Borrowings, Current Assets, Current Liabilities, Cash & Cash Equivalents
- 2.3 Contents of Annual Reports of a Company

Unit – III Bank Reconciliation Statement

(08)

- 3.1 Preparation of Cash Book with Cash and Bank column
- 3.2 Causes of Difference between two balances
- 3.3 Methods of Reconciliation
- 3.4 Preparation of Bank Reconciliation Statement

Unit – IV Cost Accounting

(08)

- 4.1 Elements of Cost: Direct & Indirect Costs, Fixed & Variable Costs, Factory Overheads, Office & Administration Overheads, Selling & Distribution Overheads.
- 4.2 Preparation of Cost Sheet
- 4.3 Items Excluded from Cost Sheet.

Unit – V Materials Management**(08)**

- 5.1 Documentation of Purchase and storekeeping
- 5.2 Recording of Material FIFO, Weighted Average
- 5.3 Levels of Inventory
- 5.4 EOQ, Ordering Cost, Carrying Cost
- 5.5 Techniques of Inventory Management: ABC Analysis, JIT etc.
- 5.6 Practical problems on Decision making relating to Inventory Management

Unit – VI Labor and Overheads**(08)**

- 6.1 Labor
 - 6.1.1 Time Keeping and Time booking
 - 6.1.2 Elements of wages
 - 6.1.3 Time Rate System Vs Piece Rate system
 - 6.1.4 Differential Piece Rate System: Taylor’s System, Merrick’s System
 - 6.1.5 Premium Bonus Methods: Halsey Plan, Rowan Plan
 - 6.1.6 Important factors for controlling labor Cost
- 6.2 Overheads
 - 6.2.1 Primary Distribution
 - 6.2.2 Methods of Absorption
 - 6.2.3 Under absorption and over absorption of Overheads

REFERENCE BOOKS:

1. Management accounting – Paresh Shah – Oxford University Press
2. Financial Accounting for Management by Ramachandran& Kakani – McGraw Hill
3. Fundamentals of Accounting, Dr. P C Tulsian, S. Chand Publications
4. Fundamentals of Financial Accounting – Ashok Sehgal - Taxmann
6. Financial Accounting, 1e -Tulsian- Pearson
9. Financial Management by Shrivastava & Mishra- Oxford University Press
10. Financial Accounting for Managers – T P Ghosh - Taxmann
11. Fundamentals of Accounting, A K Agrawal and Kamlesh Agrwal, Kitab Mahal
14. Cost Accounting: RSN Pillai, S. chand Publications
15. Costing, by Gangadhar Kayande-Patil, Chaitnya Publications



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 106: Operations Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- The course provides an overview of operations management and an understanding of production as a process of converting or transforming resources into products.

Course Objectives:

- To provide fundamental knowledge about operations management
- To make acquainted with materials and inventory management
- To study supply chain management, quality management and advanced concept of operations management

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

1. Define operations management, describe concepts, product design, major processes (**Understand**)
2. Explain capacity planning, production planning and control (**Understand**)
3. Justify factors affecting location selection and articulate facility layout (**Evaluate**)
4. Explain materials and inventory management (**Analyse**)
5. Write about Supply chain management and Quality management (**Apply**)
6. Describe advanced concepts in production and operations management (**Understand**)

Unit – I Introduction to Operations Management (8)

- 1.1. Meaning, nature and scope of operations management, the role of operations management in strategic management, elements of operations strategy, production and operations management (POM) decisions and applications, the role of operations managers
- 1.2. Product design- concept, factors influencing, characteristics of good product design
- 1.3. Process planning, process strategy, major process decisions, types of process
- 1.4. Make or buy decisions, operations in the service sector

Unit – II Capacity Planning, Production planning and control (8)

- 2.1. Capacity planning- time horizons, types, measures, and determinants of capacity, forecasting long-term future capacity demand
- 2.2. Identifying and analysing sources of capacity, economies and diseconomies of scale, developing and selecting capacity alternatives
- 2.3. Production planning functions, Production control functions
- 2.4. Routing, scheduling, dispatching and progressing

Unit – III Facility location planning and Facility layout (8)

- 3.1. Facility location planning- meaning, and factors affecting location selection
- 3.2. Facility layout- meaning, factors influencing, principles, steps in layout planning and design
- 3.3. Types of layouts- process layout, product layout, group technology layout
- 3.4. Types of layouts- project layout, combined layout, service facility layout

Unit – IV Materials and inventory management

(8)

- 4.1. Materials management- objectives, significance, benefits of material planning,
- 4.2. Factors influencing material planning, materials budgeting, material control
- 4.3. Inventory management-meaning, objectives, inventory management and control, ABC analysis
- 4.4. Store management functions, codification, material handling- definition, scope and objectives

Unit – V Supply chain management and Quality management

(8)

- 5.1. Supply chain management- meaning, objectives, activities involved
- 5.2. Logistics, warehousing, service operations types- Quasi manufacturing, customer-as-participants, customer-as-product
- 5.3. Quality management meaning, inspection- nature, scope, the concept of productivity
- 5.4. Value analysis and value engineering

Unit – VI Advanced concepts in production and operations management

(8)

- 6.1. Six Sigma Quality control system
- 6.2. JIT
- 6.3. Supply chain analytics
- 6.4. Lean manufacturing and Poka Yoke

REFERENCE BOOKS:

1. Production and Operations Management–K. Ashwathappa and K. Shridhar Bhat- Himalaya Publishing
2. Production and Operations Management–S. A. Chunawalla and D. R. Patel - Himalaya Publishing
3. Production and Operations Management 3e –Kanishka Bedi–Oxford University Press
4. Production and Operations Management–S.N. Chary–Tata Mc-Graw Hill
5. Production and Operations Management - N.G. Nair–Tata Mc-Graw Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: I

Paper: 107: Communication skill

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- The course provides an overview of different types of communication skills essential for budding managers and the emerging trends in modern communication.

Course Objectives:

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and interpersonal Skills of Management students.
- To Nurture students to demonstrate good teamwork and negotiation skills.

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

1. Define Communication skills, describe the types of communication and barriers of communication **(Remember)**
2. Explain Communication process and essentials of soft skill **(Understand)**
3. Demonstrate the conceptual understanding of formal and informal writings, preparing reports, business letters, memorandum, notices, agenda, minutes of the meeting etc. into everyday practice. **(Apply)**
4. Illustrate the difference between the media of digital communication and conventional communication **(Analyse)**
5. Assess the result of social media communication channels **(Evaluate)**
6. Describe new trends in digital communication **(Understand)**
7. Demonstrate the ability to communicate effectively both orally and in writing **(Apply)**

Unit – I Introduction to Communication

- 1.1 Definition and Processes
 - 1.2 Forms of Communication (verbal, nonverbal, paralanguage, iconic, semiotic etc.)
 - 1.3 Levels of Communication (interpersonal, intrapersonal, group, public, mass com)
- Communication as Subversion (silence, satire, subterfuge)

Unit – II Types of Communication:

- 1.1. Verbal-Non-Verbal Communication – Body language, its elements and importance, paralanguage and its importance
- 1.2. Written-Oral Communication
- 1.3. Internal-External Communication
- 1.4. Vertical-Horizontal Communication
- 1.5. Formal-Informal Communication

Unit – III Business Communication

- 3.1 Preparing Agenda and Minutes for Meetings
- 3.2 Writing Notices and Memos
- 3.3 Drafting an E-mail, Press Release
- 3.4 Application of writing skills - Letter writing based on practical aspects of business such as trade enquiry, customer's complaint, non-receipt of payments etc.
- 3.5 Business Proposal: Components & Format of proposal
- 3.6 Key elements of winning business proposal

3.7 Correspondence with Govt./Authorities, Office Orders, Enquiries and Replies

Unit – IV Communication as a Presentation Skills

4.1 Greeting and introducing

4.2 Preparing a PowerPoint Presentation

4.3 Group Discussions

4.4 Application of oral communication skills -Conduct of group discussion amongst groups of students and mock interview

4.5 Preparing for and Facing an Interview- Types of interviews Conducting effective job interviews, Preparing for interview

Unit – V Building Careers & employment messages

5.1 Career building and setting a career goal.

5.2 Writing Resumes/CV: Resumes formats/CV

5.3 Traditional, electronic, and video Resumes.

5.4 Job Description;

5.5 Letter of Acceptance,

5.6 Letter of Resignation and Promotion,

5.7 Testimonials and References.

Unit – VI Emerging Digital channels for communication

6.1 Web. Web sites including social media and video sharing sites.

6.2 Search. Search engine results.

6.3 Communication. Communication tools such as email or messaging apps.

6.4 Apps. Mobile apps including apps launched by brands or ecommerce sites to drive sales.

6.5 Online Events

6.6 Digital Media

REFERENCE BOOKS:

1. Business Communication and Personality Development by Biswajit Das & Ipseeti Satpathy, The Encel Publications, 1st Edition
2. Managerial Communication – Strategies and Applications by Hynes; The McGraw Hill Company, 4 th Edition
3. Effective Business Communication by Murphy; The McGraw Hill Company, 7th Edition
4. Winning at Interviews by Edger Thorpe, Showik Thorpe; Pearson Publications, 1st Edition
5. Professional Communication by Aruna Koneru; The McGraw Hill Company
6. Developing Soft Skills by Robert M. Sherfield, Rhonda J., Patricia J. Moddi; Cornerstone Publications
7. Lesikar, R.V. & Flatley, M.E, Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd
8. Ludlow, R. & Panton, F, The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd
9. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication: Concepts, Cases And Applications – 2/e, Pearson Education
10. Murphy, Effective Business Communication, McGraw-Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 201: Business Ethics and CSR

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- The course provides introduction to Business ethics and CSR concepts, which includes understanding social issues, Ethics framework, Professional ethics and corporate social responsibility.

Course Objectives:

- To provide fundamental knowledge about Business ethics and CSR
- To create strong foundation for further studies in the field of Ethics and CSR
- To prepare students to play an active part in corporate governance.

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

1. Define Social issues, emergence of Business Ethics and CSR concepts **(Remember)**
2. Explain Culture, Hofstede Dimensions of Cultural Differences **(Understand)**
3. Explain Personal Values and Ethical Decision Making **(Apply)**
4. Illustrate Professional Ethics, Corporate Social Responsibility **(Analyse)**
5. Assess Unethical Behavior in Organizations **(Evaluate)**
6. Describe Issues in Corporate Governance **(Understand)**

Unit – I Social Issues (6)

- 1.1 Concept, Characteristic and Causes of Social Problems
- 1.2 Social Issues in corporate environment: Casteism, Corruption, Black money, Sexual Harassment at Workplace & their impact on Society

Unit – II Business Ethics (8)

- 2.1. Values, norms & beliefs,
- 2.2. Concept of Ethics, Ethics & law
- 2.3. Culture, Cultural differences, Hofstede Dimensions of Cultural Differences, cultural discrimination
- 2.4. Morality: Characteristics of moral standards, Kohlberg's model of cognitive moral development, Moral Theories

Unit – III Ethical Decision Making (8)

- 3.1. Factors affecting Business Ethics, Applied Ethics, Code of Ethics vs code of conduct vs code of practice
- 3.2. Understanding Personal Values and Ethical Decision Making
- 3.3. Ethical D/M Process, Ethical consistency, Ethical Dilemma

Unit – IV Professional Ethics and Corporate Social Responsibility (10)

- 4.1. Ethics in Marketing, Ethics in HRM, Ethics in Finance & Accounting, Ethics in Information Technology
- 4.2. Concept, Definition & Scope of Corporate Social Responsibility, Business ethics and CSR.
- 4.3. Criterion for Determining The Social Responsibility of Business, Areas of Social Responsibility
- 4.4. Corporate social responsiveness, Corporate Social performance. CSR as organizational Brand building effort. Post covid CSR opportunities

Unit – V Framework for rating CSR & Unethical Behaviour in Organizations (8)

- 5.1 CSR Activity planning & Execution, Understanding CSR Ratings, Framework for rating CSR
- 5.2 Global Rating Initiatives (GRI), ISO 26000
- 5.3 Understanding Unethical Behaviour, CSR law under companies act 2013
- 5.4 Individual Factors, and organisational factors Contributing to Unethical Behaviour

Unit – VI Corporate Governance (8)

- 6.1 Meaning & definition of Corporate Governance,
- 6.2 Principles of Corporate Governance
- 6.3 'Good' Corporate Governance
- 6.4 Corporate Governance Practices in India

REFERENCE BOOKS:

1. Corporate Social Responsibility – Madhumita Chattergi – Oxford University Press
2. Ethics in Business & corporate governance: Mandal – Tata McGraw Hill
3. Business Ethics and Corporate Governance, 2/e -Fernando- Pearson
4. Business Ethics – Crane, Matten – Oxford University Press
5. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education
6. Corporate Governance, Values & Ethics – Vasisth, Rajput - Taxmann
7. Business Ethics – Albuquerque - Oxford University Press
8. Business Ethics: An Indian Perspective – Francis Mishra - TMH
9. Business Ethics- Albuquerque - Oxford University Press
10. Ethical Management: Text cases in BE & CG by SatishModh, Macmillan
11. Ethics in Management & Indian Ethos by Biswanath Ghosh, Vikas Publications
12. Business Ethics Manisha Paliwal, New age International
13. Business Ethics & Values by Senthil Kumar, Himalaya Publications
14. Social Problems in India by Ram Ahuja, Rawat Publications.
15. Corporate Governance and Business Ethics – Mathur – Macmillan
16. Business Ethics – Hartman, Chatterjee – McGraw Hill
17. Ethics & Values for Engineers and Managers by Chattopadhyay, Singh , Himalaya Publications
18. Corporate Reputations, Branding and People Management – Graeme Martin, Susan Hetrick



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 202: Business Research Methods

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- It provides the theoretical and practical preparation for business research
- The course covers the necessary skills and requirements for a literature review, qualitative and quantitative methods, and a research proposal in addition to the pragmatics of ethics and project management.

Objectives of the Course:

- To develop a sound conceptual framework for understanding research in management.
- To get in-depth knowledge in research design and methodologies.
- To be able to formulate research questions and identify knowledge gaps.
- To test hypothesis using IBM SPSS Package.

Course Outcomes:

- CO1. **Understand** the basics of Research methodology.
- CO2. **Formulate** research problem and identify the factors of research design.
- CO3. **Collect** and **interpret** Qualitative and quantitative data.
- CO4. **Apply** SPSS for hypothesis testing
- CO5. **Report** and present research findings

Unit – I Basics of Research Methodology

(04)

- 1.1. Meaning, Objective, Importance & Types of Research,
- 1.2. Research Process
- 1.3. Managerial Value of Business Research

Unit – II Research Problem:

(08)

- 2.1. Importance of Formulation, Sources, Considerations in selecting research Problem, steps in formulation, Factors of Problem Identification
- 2.2. Formulation of Objectives, Establishing operational definition,
- 2.3. Variable- Concept, types/classification, construct, Hypothesis: Meaning, Sources, Importance & Types of Hypothesis, Literature Survey

Unit – III Research Design & Sampling Design

(06)

- 3.1. Research Design: Meaning, Types & Feature of Research Design, Factors Affecting Research Design
- 3.2. Sampling Design: Sample, Sampling, Steps, Criterion of selecting sampling procedure,
- 3.3. Sampling Methods: Probability Sampling, Non-probability Sampling

Unit – IV Measurement & Scaling Technique

(06)

- 4.1. Scale characteristic, Measurement Scales: Nominal, Ordinal, Interval, Ratio
- 4.2. Criterion for good Measurement: Validity, Reliability, Sensitivity
- 4.3. Scaling Techniques: Rating Scales, Ranking Scales.

4.4. Factors in selecting appropriate measurement scale

Unit – V Data Collection (06)

5.1. Types & Sources of Data: Primary & Secondary

5.2. Methods of Primary Data Collection: Observation, Interview, Questionnaire, Schedule, Schedule vs Questionnaire, Wording Questions, guidelines for constructing questions.

Unit – VI Qualitative research: (06)

6.1. Meaning, Uses of qualitative research, Qualitative vs Quantitative research, Orientations: Phenomenology, Ethnography, Grounded theory, Case studies.

6.2. Techniques in qualitative research: Focus groups, Depth interviews, conversations, semi-structured interviews, Social Networking, Observations, collages, Free Association technique, projective techniques.

Unit – VII Testing of Hypotheses (08)

7.1. Basic Concept Concerning Testing of Hypotheses, Procedure for Hypotheses Testing

7.2. Advanced Tools For Hypothesis Testing Using SPSS:

7.2.1. Introduction to SPSS package, creating data files

7.2.2. Multiple Response sets, Recoding, visual binning etc.

7.2.3. Frequencies, Descriptive statistics, Chi square analysis & Cross Tabulation

7.2.4. One sample t- test, Independent sample t-test, Linear Correlation & Regression

7.2.5. One Way Analysis of Variance (ANOVA)

7.2.6. Multivariate Data Analysis: Factor Analysis, Cluster analysis

(Numerical are not Expected in Exam)

Unit – VIII Interpretation & Report Writing (04)

8.1. Interpretation: Meaning, Techniques,

8.2. Effective use of graphic aid: Tables, charts, pie charts, line graphs, bar charts,

8.3. Research Outline/proposal,

8.4. Research report writing,

REFERENCE BOOKS:

1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill
2. Business Research Methods: A South Asian Perspective-8e –Zikmund, Adhikari – Cengage
3. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education
4. Research Methodology- Prashant Sarangi –Taxmann Publications
5. Research Methodology – Concepts & Cases – Chawala & Sodhi – Vikas Publishing House
6. Research Methodology: a step-by-step guide for beginners - Ranjit Kumar - Sage
7. Research Methodology (Methods & Techniques) – C.R.Kothari – New age
8. Doing Data Analysis with SPSS by Carver, Nash – BROOKS/COLE Cengage Learning
9. SPSS for Windows Step by Step – George & Mallery – Pearson



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 203: Indian Economy and Policy

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- This Course provides a broad overview of the Concept, Structure and Trends in the Indian Economy.
- The course touches upon various relevant topics like theories of economic development, Macroeconomic policies, Globalization etc. to have a clear understanding of the Issues and problems related to the Industry and other sectors of Indian Economy

Course Objectives:

1. To provide students with the overview of Indian Economy and its emerging trends
2. To understand issues relating to planning, growth, development and employment.
3. To provide students with the opportunity to focus on applied and policy issues in Economics.
4. To provide and adapt curricula that prepares our students for employment and further study as economists.

Course Outcomes:

After Completion of this course, Students will be able to

1. **Describe** the structure, features, and issues of Indian Economy
2. **Explain** the theories related to economic growth and development
3. **Explain** the various macroeconomic policies of India
4. **Relate** the Indian Economy with Global Economy

UNIT I- Indian Economy: Structure, Features and Issues

(08)

- 1.1. Basic Structure of Indian Economy, Features, Growth and Structural Changes in Indian Economy,
- 1.2. Trends in National Income, Sectoral distribution of income , The pattern of Income distribution in India
- 1.3. Indian Economy and issues- Issues relating to planning, Issues relating to growth and development, unemployment issues
- 1.4. Implications of Population growth and unemployment on Indian Economy, Factors contributing to the growth of Indian Economy, MSME sector as the backbone of the Indian economy

UNIT II- Economic Growth and Development

(10)

- 2.1 Concepts of Economic Growth and Development - Measuring Economic Development
- 2.2 Determinants of Economic Development: Economic Determinants, Non-Economic Determinants
- 2.3 Factors Affecting Economic Development: Economic Factors in Economic Development, Non-Economic Factors in Economic Development
- 2.4 Theories of Economic Development - Nurkse's Balanced Growth Strategy- Hirschman's Unbalanced Growth Strategy- Lewis' Theory of Unlimited Supply of Labour- Rodan's Big-push Theory- Schumpeter's Theory of Innovations - Choice of Techniques.
- 2.5 Issues in Development- Rural-urban divide, Development and environment, Inclusive growth, rural credits
- 2.6 Role of Microfinance and infrastructure in development, The Role of Agriculture in Economic development, Role of large scale and small-scale Industries in Economic development

UNIT III- Indian Economy and Macro Economic Policies

(10)

- 3.1 Introduction to macroeconomic- Equilibrium in the economy, Inflation, Exchange rate, international trade
- 3.2 Balance of Payment and its protectionism – Concept & Components of BOP – India's BOP Situation

- 3.3 Macroeconomic Policies: Monetary policy– Meaning, Objectives, Instruments, and their relative effectiveness; Fiscal Policy –Meaning, Objectives and Impact on Indian Economy; Trade policies, exchange rate policies and Foreign Trade Policy
- 3.4 Economic Planning in India- Planning commission v/s NITI Aayog, Centre state Finance Relations, Finance commission in India
- 3.5 Economic Reforms – Need of Economic Reforms, Major Financial Sectors Reforms, Challenges before Indian Economy

UNIT IV- Industrial development in India (06)

- 4.1. Definition of Industrialization, Need of Industrialization
- 4.2. Industrial Policy: Meaning, Need and Importance, Objectives of industrial Policy, Features of industrial policy 1991, Industrial Disputes and Social Securities, India's Industrial Policy- MRTP Act
- 4.3. Problems & Prospects of Small-Scale Industries, Problems of Industrial Sickness in India

UNIT V- Public Sector and Private Sector in Economy (08)

- 5.1 Division of economy into public and private sectors, Role of Public sector in Indian economy, Performance of Public sector, Problems faced by public sector,
- 5.2 Meaning and rationale of privatisation and disinvestment, Methods of privatisation, Privatisation policy in India, Proceeds from Disinvestment, Critique of privatisation and disinvestment

UNIT VI- Globalization and Development (08)

- 6.1. Globalization- Meaning, Dimensions of Globalization, Strategies of Globalization, Globalization and its impact on Indian Economy, Transnational Corporations and the Globalization Process
- 6.2. Changing patterns of international trade: Intra-firm and Inter-firm trade, international production networks, Structure and Working of the International Capital market
- 6.3. Trade Regulatory Bodies: World Trade Organization (WTO)
- 6.4. International Financial Institutions: IMF & World Bank
- 6.5. Concept of Bit-coin & its implications, Global finance and hot money flows.

REFERENCE BOOKS:

1. Indian Economy – V.K. Puri; S.K. Mishra – Himalaya Publishing House
2. Indian Economy – A.N. Agrawal – New Age International Publishers
3. Indian Economy – Ruddar Datt & KPM Sundharam – S.Chand Publishers
4. Indian Economy – Gaurav Datt & Ashwani Mahajan-- S.Chand Publishers
5. Indian Economy – Ramesh Singh – Tata Mcgraw Hill
6. Indian Economy – Nitin Singhanian – Tata Mcgraw Hill
7. Indian Economy – Sriram Srirangam; Manish Kumar; Rohit Deo Jha –Pearson
8. Indian Economy – Sanjiv Verma – Unique Publishers



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 204: Marketing Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- The course provides an overview of Marketing and its concepts, which includes Marketing mix, Four Ps, Consumer behaviour, Marketing strategy and new trends in Marketing

Course Objectives:

- To provide fundamental knowledge about marketing management
- To create strong foundation for further studies in the field of marketing
- To prepare students to undertake practical assignments and projects in the marketing area

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

1. Define marketing concepts, describe concepts of marketing mix marketing environments, segmentation (**Remember**)
2. Explain consumer buying behaviour and discuss business market behaviour (**Understand**)
3. Explain product management and pricing decisions (**Apply**)
4. Illustrate marketing channels and promotion mix (**Analyse**)
5. Assess marketing strategy and marketing plan (**Evaluate**)
6. Describe new trends in marketing (**Understand**)

Unit – I Introduction to marketing

(8)

- 1.1. Definition, understanding market place and customer needs, value, marketing orientations (concepts), difference between marketing and sales
- 1.2. Marketing process, marketing mix, marketing organisations, marketing research- meaning and process
- 1.3. Marketing environment- micro-environment and macro-environment
- 1.4. Market segmentation- concept, bases for segmentation, targeting market segment, product positioning strategy, differentiation and USP

Unit – II Markets and buying behaviour

(8)

- 2.1. Consumer buying behaviour- Concept, model of consumer behaviour, characteristics affecting consumer behaviour,
- 2.2. Types of buying decision behaviour, the buyer decision process, the buyer decision process for new product
- 2.3. Business market behaviour- business markets- structure and demand, major decisions, decision process
- 2.4. Business buyer behaviour- buying situations, participants, major influencer and process

Unit – III Product management and pricing decisions

(8)

- 3.1. Product management - meaning, classification, levels, individual product decisions, product line decisions, product mix decisions, services- nature and characteristics, brand-meaning and types
- 3.2. New product development process, product life cycle strategies
- 3.3. Pricing- factors to consider while setting price, new product pricing, product mix pricing
- 3.4. Price adjustment strategies, price changes

Unit – IV Marketing channels and Promotion mix**(8)**

- 1.1 Marketing channels- nature and importance, channel design decisions, channel management decisions
- 1.2 Retailing- types, drivers of growth, retailing vs wholesale, strategic decisions in retailing
- 1.3 Promotion- Promotion Mix, AIDA Model, Integrated Marketing Communication (IMC) process,
- 1.4 Advertising objectives, developing advertising strategy, personal selling, sales promotion tools, sales force management

Unit – V Marketing Strategy**(8)**

- 5.1 Steps in companywide strategic planning
- 5.2 Marketing plan and its contents
- 5.3 Customer relationship management process, customer life time value
- 5.4 Online Marketing domain, setting up for online marketing, global marketing- levels of involvement

Unit – VI New Trends in Marketing**(8)**

- 6.1 Human centric marketing, Predictive marketing,
- 6.2 Contextual marketing, Augmented marketing
- 6.3 Omni channel marketing, Engagement marketing
- 6.4 Marketing productivity metrics-PAR and BAR

REFERENCE BOOKS:

1. Principles of Marketing (A South Indian Perspective)- Philip Kotler, Gary Amrstrong, Prafulla Agnihotri, Ehsan, Pearson
2. Marketing Management 4E, By Rajan Saxena · 2009, McGraw-Hill Education
3. Marketing Management, 6th Edition, By Rajan Saxena · 2019, McGraw-Hill Education
4. Marketing 5.0 Technology for Humanity By Philip Kotler, Hermawan Kartajaya, Iwan Setiawan · 2021, Wiley
5. Marketing 4.0 Moving from Traditional to Digital By Philip Kotler, Hermawan Kartajaya, Iwan Setiawan · 2016, Wiley
6. Marketing Management- Dr. K Karunakaran, Himalaya Publishing House
7. Marketing Management- S.A. Sherlekar, Himalaya Publishing House
8. Marketing Management (Text and Cases)- SHH Kazmi, Excel Books



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 205 Financial Management

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description:

- The course provides an overview of Financial Management and stretches understanding of Finance as a decision-making science.

Objectives of the course:

- The study fundamental concepts of Financial Management.
- To gain basic knowledge about Finance for planning & control.
- To prepare students to undertake practical problems w. r. t. managerial decision making.

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

1. Describe the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, and Budgetary Controls. **(Remember)**
2. Explain in detail all theoretical concepts throughout the syllabus. **(Understand)**
3. Perform all the required calculations through relevant numerical problems. **(Apply)**
4. Explain the situation and find the solution. **(Analyse)**
5. Justify the impact of business decisions on Financial Position of the firm. **(Evaluate)**

Unit – I Financial Management

(08)

- 1.1. Meaning, Nature, Scope and Objectives
- 1.2. Traditional & Modern Approaches
- 1.3. Functional areas of finance
- 1.4 Financial Forecasting
- 1.5. Few Concepts of finance:
 - 1.5.1. Time value of Money, Concept of risk & return
 - 1.5.2. Interest Rates: Nominal Interest Rate, Real Interest Rate
 - 1.5.3. Measuring shareholders Value Creation: Economic value Added

Unit – II Finance for Planning & control

(08)

- 2.1. Budget & Budgetary Control
 - 2.1.1. Concept, Objectives, & Limitations
 - 2.1.2. Classification of Budgets – Operating, Financial & Capital Budget
 - 2.1.3. Cash Budget, Flexible budget
- 2.2. Standard Costing
 - 2.2.1. Concept, Essentials of an effective system of standard costing
 - 2.2.2. Calculation of Material Variances
 - 2.2.3. Calculation of Labor Variances
 - 2.2.4. Causes & Disposition of the variances

Unit - III Analysis & Interpretation of Financial Statements

(08)

- 3.1 Techniques of financial Statement Analysis: Comparative Financial Statements, Common Size Statement, Trend Analysis, Ratio Analysis
- 3.2 Ratio Analysis: Liquidity Ratios, Activity Ratios, Profitability Ratios, Solvency Ratios
- 3.3 Limitations of Ratio Analysis

Unit – IV Funds flow & Cash Flow Analysis

(08)

- 4.1 Concept of Funds, Funds from Operations,

4.2 Statement of changes in working capital, Funds Flow Statement

4.3 Preparation of Cash flow statement (Refer AS-3)

Unit – V Marginal Costing & Break-Even Analysis (08)

5.1 Concept of Marginal Cost: Contribution, Variable Cost, Fixed Cost, Semi-Variable Cost

5.2 Margin of Safety, PV Ratio

5.3 Assumptions of Break-Even Analysis & Calculations of Break Even Point

Unit – VI Management of Working Capital (08)

6.1 Concepts: Gross and Net, Permanent & Temporary, Operating Cycle

6.2 Disadvantages of insufficient Working Capital

6.3 Financing of Working Capital, Maximum Permissible Bank finance

6.4 Factors Determining Working Capital Requirement

6.5 Estimation of Working Capital Requirement

REFERENCE BOOKS:

1. Financial Management: Dr. R P Rustagi, Taxmann Publications
2. Financial Management by Shrivastava & Mishra- Oxford University Press
3. Accounting for Management by Ramanathan- Oxford
4. Financial Accounting for Management by Ramachandran& Kakani – McGraw Hill
5. Management Accounting: Khan & Jain , Tata Mc-Graw Hill
6. Financial Management: Ravi Kishore, Taxmann Publications
7. Management Accounting: I. M. Pandey, Vikas Publication
8. Management Accounting, 1e Bhattacharyya - Pearson
9. Management accounting – Paresh Shah – Oxford University Press
10. Management Accounting: Dr. S.N. Maheshwari& Dr. S.K. Maheshwari, Vikas Publications
11. Accounting for Managers - Vijaykumar - Tata Mc-Graw Hill
12. Management Accounting: Dr. Jawaharlal, Himalay Publications
13. Principles of Management Accounting: Manmohan& S. N. Goyal
14. Accounting for Managers: Thukaram Rao , new age
15. Management Accounting: Prasanna Chandra, Prentice Hall
16. Cost & Management Accounting: Ravi Kishore, Taxmann Publications
17. Management Accounting: Dr. J. Madegowada, Himalaya



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 206 Computer Applications in Business

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description

- This course provides an introduction to the fundamentals of personal computing for business majors and other non-computer science majors. Topics include the Windows operating system, word processing, spreadsheets, database, presentation aids, internet, e-mail, and related areas.

Course Objectives:

- To develop a sound conceptual framework for Information Technology.
- To apply calculations to business data and produce a range of charts
- To Understand the importance of Information security and risk management
- To Create professional business documents

Course Outcomes:

1. **ANALYSING** - Test and do basic troubleshooting of a standalone desktop or desktop connected to a network
2. **REMEMBERING** - Recognize when additional information is needed to solve problems
3. **ENHANCING** - Understanding of the Types of risk and types of controls available to counter them.
4. **UNDERSTANDING** - Summarize the impact of information, Digital Business on society
5. **UNDERSTANDING** - Describe the relevant legal provisions in detail.
6. **CREATING** - Compile professional documents using the word, excel, PowerPoint.

Unit - I Fundamental of Computers

[10]

1.1. Computer Basics

- 1.1.1 Introduction
- 1.1.2 Evolution of Computers
- 1.1.3 Computer Generations
- 1.1.4 Classification of Computers

1.2. Basic Computer Organization

- 1.2.1 Input-Output devices
- 1.2.2 Memory or Storage Devices
- 1.2.3 Central Processing Unit

1.3. Computer Software

- 1.3.1. Introduction
- 1.3.2. System Software
- 1.3.3. Application Software
- 1.3.4. Software Installing and Uninstalling
- 1.3.5. Booting

1.4. Computer Networks

- 1.4.1. Overview of Computer Network
- 1.4.2. Types of computer networks
- 1.4.3. Network topologies
- 1.4.4. Components of computer networks(servers, workstations, network interface cards, hub, switches, cables)

Unit - II Data Interpretation**[7]**

- 2.1. Information Technology Basics
 - 2.1. Introduction
 - 2.2. Data and Information
 - 2.3. Types of Data
 - 2.4. Need for Information Storage and Processing
 - 2.5. File Management System: File Types, File Organization, File Utilities
- 2.2. Database Management System:
 - 2.2.1 Database Models
 - 2.2.2 Components of a DBMS
- 2.3. Data Interpretation
 - 2.3.1 Tables
 - 2.3.2 Pie Charts,
 - 2.3.3 Case lets,
 - 2.3.4 Bars
 - 2.3.5 Line Graphs
 - 2.3.6 Data Sufficiency

Unit - III INFORMATION SECURITY AND RISK MANAGEMENT**[7]**

- 3.1. Aspects of Security
 - 3.1.1 Information Age and Risks
 - 3.1.2 Vulnerabilities
 - 3.1.3 Causes and Effects
 - 3.1.4 Communications Security Criteria
 - 3.1.5 Requirement Specification
- 3.2. Risk Management
 - 3.2.1. Grade of Risk
 - 3.2.2. Level of Threat
 - 3.2.3. Constraints
 - 3.2.4. Balancing Risks and Countermeasures
 - 3.2.5. Standards
- 3.3. Technical Controls
 - 1.3.1 Access Control
 - 1.3.2 File Protection
 - 1.3.3 Virus Protection
 - 1.3.4 Operating Systems
 - 1.3.5 Security Protocols
 - 1.3.6 Identification and Authentication
 - 1.3.7 Network Security
 - 1.3.8 E-mail Security

Unit - IV Digital Business**[7]**

- 4.1 Electronic Commerce
 - 4.1.1 The Digital Revolution and Society
 - 4.1.2 The Digital Enterprise
 - 4.1.3 Virtual Communities
 - 4.1.4 Online Communities
 - 4.1.5 Emerging E-Commerce Platforms
 - 4.1.6 E-Business
 - 4.1.7 Electronic Markets and Networks
 - 4.1.8 E-Commerce Business Models

- 4.1.9 Benefits and Limitations of E-Commerce
- 4.1.10 Impact of E-Commerce on business, government, customers, citizens, and society
- 4.2. Mobile Commerce:
 - 4.2.1 Introduction
 - 4.2.2 Attributes Applications and Benefits of M-Commerce
 - 4.2.3 Mobile Marketing - Shopping and Advertising.
- 4.3. Social Commerce
 - 4.3.1. Introduction
 - 4.3.2. Social Business Networks and Social Enterprise
 - 4.3.3. Social Media
 - 4.3.4. Platforms for Social Networking
 - 4.3.5. Social Media Marketing
- 4.4. Internet of Things:
 - 4.4.1. Concept of IoT
 - 4.4.2. Smart Homes and Appliances
 - 4.4.3. Wearable Computing and Smart Gadgets.
- 4.5. Digital Business Applications
 - 4.5.1. Electronic Retailing
 - 4.5.2. E-Banking
 - 4.5.3. Digital Government
 - 4.5.4. E-Employment
 - 4.5.5. E-Health

Unit - V Cyber Laws

[7]

- 5.1. Information Technology Act
 - 5.1.1. Evolution of the I.T. Act, Genesis, and Necessity
 - 5.1.2. features of the I.T. Act, 2000
 - 5.1.3. authorities under I.T. Act and their powers
 - 5.1.4. Penalties & Offences, amendments
 - 5.1.5. Cyber Space Jurisdiction
 - 5.1.6. Jurisdiction issues under I.T. Act, 2000
- 5.2. Intellectual Property Rights
 - 5.2.1. Domain Names and Trademark Disputes
 - 5.2.2. Concept of Trademark/ in Internet Era
 - 5.2.3. Cybersquatting,
- 5.3. Protection of Cyber Consumers in India
 - 5.3.1. Goods and Services
 - 5.3.2. Defect in Goods and Deficiency in Services
 - 5.3.3. Restrictive and Unfair Trade Practices
 - 5.3.4. Jurisdiction and Implications on Cyber Consumers In India.

Unit - VI M.S. Office - 2016 for Manager

[10]

- 6.1. MS Word: Creating, editing, saving and printing text documents, Font and paragraph formatting, Inserting tables, smart art, page breaks, Using lists and styles, Working with images, Using Spelling and Grammar check, Understanding document properties, Mail Merge
- 6.2. MS Excel: Spreadsheet basics, Creating, editing, saving and printing spreadsheets, Working with functions & formulas, Vlookup, Pivot Table, Graphically representing data: Charts & Graphs, Analyzing data: Data Menu, Subtotal, Filtering Data, Securing & Protecting spreadsheets
- 6.3. M.S. PowerPoint: Opening, viewing, creating, and printing slides, Applying auto layouts, adding custom animation, Using slide transitions, Creating Professional Slide for Presentation.

6.4. M.S. Outlook: Navigate the Outlook Interface, Formatting Messages, Working with Attachments and Illustrations, Customizing Message Options

List Of Practical

Note:

To be demonstrated by teacher and teacher will conduct a compulsory internal test on practical.

- 1) Prepare Personal Resume, which includes Personal Information, Address, Qualification, Photo Etc.
- 2) Prepare an invitation letter using mail merge.
- 3) Prepare Income & Expenditure statement in M.S. Excel to calculate Net Profit / Loss.
- 4) Demonstrate Company's Financial growth using Graphs in excel.
- 5) Demonstrate Vlookup & Hlookup in excel
- 6) Prepare a professional presentation on the business plan
- 7) Creating and managing E-Mail account
- 8) Creating and managing personal Blog

REFERENCE BOOKS:

1. Fundamentals of Information Technology, Leon, Vikas
2. Computer Applications in Management, Kakkar DN, Goyal R, New Age
3. Information Technology for Management, B Muthukumaran, Oxford University Press
4. How to Prepare for Data Interpretation, Arun Sharma, Tata Mc Graw Hill
5. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson
6. Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd
7. The Indian Cyber Law by Suresh T. Vishwanathan, Bharat Law House New Delhi Education.
8. Microsoft Word 2016 Step by Step, Joan Preppernau



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: 207 Business Analytics

60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100

Required Lectures: 48 hours

Course Description

- This course provides an introduction to the fundamentals of Business analytics and statistics. Business analytics refers to the ways in which enterprises such as businesses, non-profits, and governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions.

Course Objectives:

1. Understand the fundamental concepts of Statistics
2. Understand the importance and use of various statistical measures includes – Central Tendency, Partition Values, Dispersion, Correlation, Regression, Index Numbers and Time Series Analysis.
3. Understand the hypothesis testing concept and use of Chi-Square Test, t-Test, and ANOVA for hypothesis testing
4. Understand Basics of Business analytics
5. Identify Business analytics applications
6. Know various software used in analytics

Course Outcomes:

1. **Describe** application of statistics in Business
2. **Apply** statistics on business problems
3. **Understand** basics of Business Analytics
4. **Show** functional application of analytics
5. **Utilize** appropriate Business Analytics Software

Unit I - Descriptive Statistics

(08)

- 1.1 Meaning, Importance and limitations of Statistics.
- 1.2 Meaning of Raw Data, Primary Data, Secondary Data, Variable, Attribute, Population and Sample.
- 1.3 Measure of Central Tendency: Mean, Median and Mode (For Raw Data, Discrete Series and Continuous Series of Data)
- 1.4 Measures of Dispersion – Range, Coefficient of Range, Quartile Deviation, Mean Deviation and Standard Deviation

Unit II - Test of Significance

(08)

- 2.1 χ^2 (Chi-Square) test- -Introduction, Chi-square distribution, Properties of Chi-square distribution and Application of Chi-square distribution. Conditions for the validity of Chi-square test, Degrees of Freedom, Tests of Goodness-of-fit.
- 2.2 t-tests – Student's-'t' distribution, Properties, Uses, One Sample t- test, Independent sample-'t' test.
- 2.3 One way ANOVA: meaning, Assumptions

Unit III – Correlation and Regression

(10)

- 3.1 Meaning, Types and Degree of Correlation
- 3.2 Scatter Diagram Method

3.3 Karl Pearson's Coefficient of Correlation

3.4 Rank Correlation Coefficient, Spearman Correlation

3.5 Regression – Meaning, Definition, Simple and Multiple Regression, Correlation and Regression. Calculation of Regression Equations and Coefficients

Unit IV - Business Analytics Basics:

(08)

4.1 Definition of analytics, Evolution of analytics, Need of Analytics,

4.2 Business Intelligence, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst,

4.3 Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics,

4.4 Differences between data, information and knowledge, various stages of an organization in terms of data maturity, Options for organizations in the absence of good quality data.

4.5 Analytical decision-making process, characteristics of the analytical decision-making process.

4.6 Breaking down a business problem into key questions that can be answered through analytics, Skills of a good business analyst.

Unit V - Overview of Business analytics applications in –

(08)

5.1 Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Analytics, Financial Analytics Sales Analytics, Web & Social Media Analytics, Healthcare Industry

5.2 Future of Business Analytics.

Unit VI – Introduction to Business Analytics Software

(06)

6.1 features of Business Analytics software -Excel, Google Data Studio, Microsoft Power BI, Python, R, Tableau

REFERENCE BOOKS:

1. Business Statistics by S.C. Gupta & Indira Gupta –Himalaya Publishing House
2. Business Statistics by Vohra – McGraw Hill
3. Business Statistics by Thukral – Taxmann
4. Statistical Methods by S.P.Gupta – Sultan Chand & Sons
5. Business Statistics by Beri- Tata McgrawHill
6. Business Intelligence and Analytics - Edited by Drew Bentley ISBN: 978-1-9789-2136-8
7. Business Analytics_ Data Analysis & Decision Making- S. Christian Albright Wayne L. Winston – Cengage



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: I

Paper: AC101 Practicing Cleanliness (Audit Course)

Total Marks: 100

Required Lectures: 30 hours

Course Objective:

- To make students aware of Clean India Mission and inculcate cleanliness practices among them.

Course Outcomes:

On completion of this course, the student will be able to:

1. Identify need at of cleanliness at home/office and other public places.
 2. Plan and observe cleanliness programs at home and other places.
 3. Practice Japanese 5-S practices in regular life.
-
1. Awareness program on:
 - a. Swachh Bharat Abhiyan (Clean India Mission)
 - b. Clean Campus Mission
 - c. Role of youth in Clean India Mission
 2. Cleaning activities inside and surroundings of Institute building.
 3. Tree plantation and further care of planted trees.
 4. Waste (Liquid/Solid/e-waste) Management, Japanese 5-S practices.
 5. Planning and execution of collection of Garbage from campus / society.
 6. Role of youth in power saving, pollution control, control of global warming, preservation of ground water and many more issues of national importance.
 7. Cleanest Institute / Department and Cleanest Hostel contests.
 8. Painting and Essay writing competitions.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: AC201 Soft Skills (Audit Course)

Total Marks: 100

Required Lectures: 30 hours

Course Objective:

- To develop skills essential for success in personal and professional life

Course Outcomes:

By the end of the course, students shall be able to:

1. Understand the significance and essence of a wide range of soft skills.
2. Learn how to apply soft skills in a wide range of routine social and professional settings.

1. Soft Skills: An Introduction – Definition and Significance of Soft Skills; Process, Importance of Soft Skill Development
2. Developing Positive Thinking and Attitude; Driving out Negativity;
3. Etiquette and Manners – Social and Business.
4. Time Management – Concept, Essentials, Tips.
5. Emotional Intelligence: Meaning, History, Features, Components, Intrapersonal and Management Excellence; Strategies to enhance Emotional Intelligence.



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: AC202 Sports Activities (Audit Course)

Total Marks: 100

Required Lectures: 30 hours

Course Objective:

To motivate students towards sports and provide them required training.

Course Outcomes:

On completion of this course, the student will be able to:

1. Know importance of basic fitness
2. Skills & techniques of games

Sr. No.	Name of the sport/game (select one of the following)	Syllabus of the course
1	Volleyball	<ul style="list-style-type: none">• General Fitness• Basic Fitness• Specific Fitness• History of the Game• Basic Skills of the Game• Major Skills of the Game• Technic and Tactics of the Game• Game Practice
2	Athletics	
3	Badminton	
4	Cricket	
5	Basketball	
6	Handball	
7	Table-Tennis	
8	Swimming	



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: AC203 Yoga (Audit Course)

Total Marks: 100

Required Lectures: 30 hours

Course Objective:

- To motivate students towards yoga and provide them required training.

Course Outcomes:

On completion of this course, the student will be able to:

1. Know the importance of Yoga
 2. Know the importance of Pranayama
-
1. Yog: Meaning, Definition & Introduction, Objectives
 2. Primary Introduction of Ashtanga Yoga
 3. Preparation of Yogabhyas
 4. Omkar Sadhana, Prayer, Guru Vandana
 5. Sukshma Vyayamas
 6. Suryanamaskar (12 Postures)
 7. Asanas :
 - a. Sitting (Baithaksthiti) - Vajrasana, Padmasan, Vakrasan, Ardha-Pashchimotanasanan
 - b. Supine (Shayansthiti) - Uttan Padaasan(Ekpad/Dwipad), Pavanmuktasana, Viparitakarani Aasan, Khandarasan, Shavasana
 - c. Prone (Viparitshayansthiti) - Vakrahasta, Bhujangasana, Saralhasta Bhujangasana, Shalabhasana(Ekpad/Dwipad), Makarasana
 - d. Standing (Dhandsthiti) - Tadasana , TiryakTadasana, Virasana, Ardh Chakrasana
 8. Primary Study of Swasana: Dirgha-swasana, Santha-swasana, Jalad-Swasana - 6 Types



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2021-22

SEMESTER: II

Paper: AC204 Music (Audit Course)

Total Marks: 100

Required Lectures: 30 hours

Course Objective:

- To motivate students towards music and provide them required training.

Outcome:

- Understand the importance of music in improving quality of life
- Appreciate different types of music
- Perform for the audience

1. Importance of Music and its role for self-development

2. Introduction and appreciation of

- Folk music
- Indian classical Music
- Hindustani and Carnatic styles
- Western Music
- Vocal and Instrumental Music
- Light music

3. Practice any one of these and perform for the audience