



Estd. 1962  
NAAC 'A++' Grade

SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

PHONE : EPABX-2609000 website- [www.unishivaji.ac.in](http://www.unishivaji.ac.in)

FAX 0091-0231-2691533 & 0091-0231-2692333 – BOS - 2609094

शिवाजी विद्यापीठ, कोल्हापूर – 416004.

दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.e-mail:bos@unishivaji.ac.in

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

No 0 0 3 2 2

Date : 16/09/2021

To,

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

**Subject : Regarding structure and Syllabi of MBA (Distance/Executive mode)  
Part-I (Sem-I/II) degree programme under the Faculty of Commerce &  
Management.**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised structure and Syllabi of **MBA (Distance/Executive mode) Part-I (Sem-I/II)** under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year **2022-2023** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Student - Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October / November 2022 & March / April, 2023. These chances are available for repeater students, if any.

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

Thanking you,

Yours faithfully,

Dy. Registrar

Encl : As above

Copy to,

1. I/c Dean, Faculty of Commerce & Management
2. Chairman, Board of Studies

for information

3. Director, BOEE
4. Appointment Section
5. P. G. Admission Section
6. O. E. 1 Section
7. Affiliation Section (U.G./P.G.)
8. Computer Center/I.T.
9. Eligibility Section
10. Distance Education
11. P.G. Seminar Section

for information and necessary action.

# **SHIVAJI UNIVERSITY, KOLHAPUR.**



Estd. 1962

NAAC "A++" Grade

**Faculty of Commerce and Management**

**Syllabus For**

**MBA Part I (Sem I & II) (Distance/Executive Mode)**

**(To be implemented from June 2022 onwards)**

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

**Shivaji University, Kolhapur**  
**Centre for Distance Education**  
**Syllabus structure of MBA – Distance and Executive Mode**

**Standard Format for Syllabus Framework**

**A.** Ordinance and Regulations:- (as applicable to degree/programme)

**B.** Shivaji University, Kolhapur, New/Revised Syllabus for **Master of Business Administration Executive (Distance Mode) M.B.A. Part-I & II** and **Master of Business Administration (Distance Mode) M.B.A. Part-I & II.**

1. Title: Masters of Business Administration.

2. Faculty of **Commerce & Management**

3. Year of Implementation:- **2022-2023**

**4. Preamble:-**

In the contemporary era, there is a huge requirement of manpower having MBA degree to cater to the needs of manufacturing and service organizations. Further, the manpower which is already employed in manufacturing and service organizations, not having MBA degree are required to upgrade their qualification by possessing MBA degree through distance mode. In view of that, the Centre for Distance Education, Shivaji University, Kolhapur has introduced two M.B.A. Courses –

1) M.B.A. Executive Program (Distance Mode) - for those having graduates from any faculty with minimum 50% marks (45% for reserved Categories). Working at a managerial/executive and or Entrepreneurial level for five years Candidate has to produce appointment order(s), experience letter(s), of recent five years. In case of entrepreneur, the registration certificate /shop act license has to be produce.

2) M.B.A. Program (Distance Mode): for graduates from any faculty with minimum 50% marks (45% for reserved Categories).

**Entrance Test :**

Entrance Test will be conducted for admission to the M.B.A. & M.B.A. (Executive) Distance Mode programme is to be conducted in the month of June every year at the centers–decided by Shivaji University. Like any other competitive examination, the MBA Entrance Test will consist of 100 Objective Questions on aptitude, comprehension, numerical and verbal ability, data interpretation, judgment etc.

The Entrance Test fee will be decided by the Shivaji University, Kolhapur time to time.

## **1) MASTER OF BUSINESS ADMINISTRATION M.B.A. (EXECUTIVE) DISTANCE**

MODE Why M. B. A. Executive?

- \* Management education is growing fast
- \* A potential to grow further if M.B.A. programme is put on distance mode
- \* Main idea is to cater to the requirement of those who could not get accommodated in regular M.B.A. due to service constraints
- \* The target groups are : employees of industries, institutes of higher education, banks and insurance, service organisations, SMEs and other business organisations interested in future education and perfection in Management. Besides this, the program is useful to entrepreneurs and promoters of start-ups.

### **Aims of the Programme**

- \* To strengthen theoretical and conceptual base of executives
- \* To help them to improve decision making ability, creative and logical thinking
- \* To improve analytical ability, problem solving skills and judgmental ability

### **Duration of the Program:**

The duration of the programme is two years divided into four semesters.

There will be semester end examination in December & April/May for all the semesters, besides that in each semester, a candidate has to complete the assignment(Term Work) as prescribed by the Centre for Distance Education.

### **Eligibility for Admission:**

1) M.B.A. Executive Program (Distance Mode) - for those having graduates from any faculty with minimum 50% marks (45% for reserved Categories). Working at a managerial/executive and or Entrepreneurial level for five years Candidate has to produce appointment order(s), experience letter(s), of recent five years. In case of entrepreneur, the registration certificate /shop act license has to be produce. In case documents found fake candidate admission stand cancel and candidate has to undergo the disciplinary action decided by University authority. The criterion of eligibility stands to change as per the guidelines of AICTE, DEC and UGC.

### **Study Centre :**

The Centre for Distance Education will establish a Study Centre to counsel and guide the candidates throughout the duration of the programme by organizing Contact Sessions.

The places of the Study Centers will be notified in due course.

**Admission Procedure :**

Admission to MBA (Executive) Program Distance Mode is based on

- (i) Merit of Entrance Test
- (ii) Experience Certificate from present employer or if self-employed a letter to certifying the same. (For MBA Executive) If the certificate is found to be fake admission will be cancelled. Fee will not be refunded.

**2) MASTER OF BUSINESS ADMINISTRATION: M.B.A. DISTANCE MODE Why M.B.A. - Distance Mode?**

Young graduates entering the work world or those who are already in it - are keen to be successful in their careers, they are unable to attend the regular M.B.A. programme along with perusing their jobs - for them the Distance Mode M.B.A. is a blessing - because they can learn while they work.

**Aims of the Programme :**

To prepare a young generation of Managers who are:

- 1) Aware of the need of working systematically
- 2) Aware of the scientific and technological developments.
- 3) Capable of performing their work backed with theoretical and conceptual clarity.
- 4) Capable of solving problems and taking appropriate decisions

**Duration of the Course:**

The duration of the programme is 2 years divided into 4 semesters.

**Eligibility for Admission:** Graduate of any Faculty with Minimum 50 percent (45% for reserved Category) marks of any recognized University.

**COMMON FEATURES OF BOTH THE COURSES**

THE REMAINING PROCEDURES ARE COMMON TO BOTH THE MBA COURSES (I) & (II)

- I. Admission Procedure :** Admission to MBA courses Distance Mode will be based on : (i) Merit of Entrance Test
- II. Fee Structure:-**As per the University norms decided by time to time.
- III. Standard of Passing :**
  - a. There would be single head of passing. For university written examination and submission evaluation 50% of total marks have to be secured by student per course.
  - b. No class will be awarded to any part of examination.
- IV. Division will be as follows –**  
As per standard university norms.

### **A.T.K.T Rules**

1. For admission to MBA Part-II, a candidate must have cleared all papers of Sem-I and II or at least 12 papers of Sem-I and II combine.
2. The students who have completed first semester are allowed to continue for second semester and students who have completed third Semester are allowed to continue for Fourth Semester as per above rule.

### **Pattern of Examination :**

External Examination each paper of - 80 Marks Internal 20 Marks

The duration of external examination will be of 3 hours the assignments as prescribed by the Study Centre.

### **Project Work :**

The students have to undergo practical training of 60 days in any manufacturing or service organization and they have to submit their project report up to the fourth semester.

The project work must have a Certification from the organization.

**Contact Sessions:** The contact sessions shall be arranged at the end of week i.e. on Sunday or as per the convenience of the Study Centre and the registered candidates.

**Medium of Instruction:** English

## **Structure of Program:**

**The entire MBA Distance & MBA (Executive) Program Distance Mode are for 3200 marks.**

**Each paper is of 100 marks.**

### **MBA Part-I Semester-I**

<b>Paper No.</b>	<b>Course Code</b>	<b>Course Titles</b>	<b>Course credits</b>	<b>Internal Evaluation</b>	<b>University Evaluation</b>	<b>Total Marks</b>
1		Principles of Management	4	20	80	100
2		Management Accounting	4	20	80	100
3		Business Statistics	4	20	80	100
4		Managerial Economics	4	20	80	100
5		Information Technology for Management	4	20	80	100
6		Business Communication	4	20	80	100
7		Organizational Behaviour	4	20	80	100
8		Business Law	4	20	80	100

### **MBA Part-I Semester-II**

<b>Paper No.</b>	<b>Course Code</b>	<b>Course Titles</b>	<b>Course credits</b>	<b>Internal Evaluation</b>	<b>University Evaluation</b>	<b>Total Marks</b>
9		Marketing Management	4	20	80	100
10		Financial Management	4	20	80	100
11		Human Resource Management	4	20	80	100
12		Operations Management	4	20	80	100
13		Management Information Systems	4	20	80	100
14		Application of Operation Research in Management	4	20	80	100
15		Applications of Research Methodology to Management	4	20	80	100
16		Business Environment	4	20	80	100

### **MBA Part-II Semester-III**

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
17		Corporate Policy and Strategic Management	4	20	80	100
18		Indian Ethos and Business Ethics	4	20	80	100
19		Elective I – Paper I	4	20	80	100
20		Elective I – Paper II	4	20	80	100
21		Elective I – Paper III	4	20	80	100
22		Elective II - Paper I	4	20	80	100
23		Elective II - Paper II	4	20	80	100
24		Elective II - Paper II	4	20	80	100

### **MBA Part-II Semester-III**

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
25		Chh. Shivaji Maharaj -The Management Guru	4	20	80	100
26		Entrepreneurship and Project Management	4	20	80	100
27		International Business	4	20	80	100
28		Project Report and Viva	4	50	50	100
29		Elective I - Paper IV	4	20	80	100
30		Elective I - Paper V	4	20	80	100
31		Elective II - Paper IV	4	20	80	100
32		Elective II - Paper V	4	20	80	100

**\*32 courses of 100 Marks each - Grand Total 3200 Marks. Each course is of 4 credits.**

**Total programme is of 128 credits.\***

Candidates are required to Select any Two Electives (Elective I & Elective II) from the lists given below for the two courses separately.

Each elective has 5 papers which are included in –

**(i) Semester III**

- Elective-I (Paper I, II and III)
- Elective-II (Paper I, II and III)

**(ii) Semester IV**

- Elective-I (Papers IV and V)
- Elective II (Papers IV and V)

### **ELECTIVES**

**1) MBA Executive Program- Distance Mode**

- Marketing Management
- Production & Operations Management



- c) Financial Management
- d) Human Resource Management
- e) Hospitality Management
- f) Insurance & Risk Management
- g) Management of Higher Education

**2) MBA Program- Distance Mode.**

- a) Marketing Management
- b) Production & Operations Management
- c) Financial Management
- d) Human Resource Management
- e) Hospitality Management
- f) International Business

**1. Nature of Question paper and Scheme of marking for all papers**

Note: Question number 1 and 5 are compulsory

Attempt any two questions from question number 2 to 4

Figures to the right indicate marks.

Q.No. 1. Case Study	(20)
Q.No. 2. Descriptive Answer Question	(20)
Q.No. 3. Descriptive Answer Question	(20)
Q.No. 4. Descriptive Answer Question.	(20)
Q.No. 5. Short Notes (any four out of Six)	(20)

Credit system implementation: As per the University norms Credit Grade Points:

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

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

Equivalence in Accordance with Titles and contents of papers (For Revised syllabus)

**The entire MBA & MBA (Executive) Courses Distance Mode are for 3200 marks**

**Each with each paper of 100 marks.**

	<b>Semester-I</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
1	Principles of Management	Principles of Management
2	Accounting & Finance for Managers	Management Accounting
3	Mathematics & Statistics for Management	Business Statistics
4	Managerial Economics	Managerial Economics
5	Information Technology for Management	Information Technology for Management
6	Business Communication	Business Communication
7	Organizational Behaviour	Organizational Behaviour
8	Business Law	Business Law

	<b>Semester-II</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
9	Marketing Management	Marketing Management
10	Financial Management	Financial Management
11	Human Resource Management	Human Resource Management
12	Operations Management	Operations Management
13	Management Information Systems	Management Information Systems
14	Application of Operation Research in Management	Application of Operation Research in Management
15	Applications of Research Methodology to Management	Applications of Research Methodology to Management
16	Business Environment	Business Environment

	<b>Semester-III</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
17	Strategic Management	Corporate Policy and Strategic Management
18	Business Ethics	Indian Ethos and Business Ethics
19.20.21	Elective I (Paper I, II, III)	Elective I (Paper I, II, III)
22.23.24	Elective II (Paper-I, II, III)	Elective II (Paper-I, II, III)

	<b>Semester-IV</b>	
	<b>Existing Course</b>	<b>Equivalent Course</b>
25	Project Management	Entrepreneurship and Project Management
26	Management Control Systems	Chh. Shivaji Maharaj -The Management Guru
27	International Business	International Business
28	Project Report & Viva	Project Report and Viva
29.30	Elective I (Paper IV & V)	Elective I (Paper IV & V)
31.32	Elective II (Paper IV & V)	Elective II (Paper IV & V)

**\*32 courses of 100 Marks each - Grand Total 3200 Marks& 128 credits programme.**

**Shivaji University, Kolhapur**  
**MBA – I Sem – I**  
**(Distance/Executive mode)**

Executive/Distance Mode MBA -I SEM-I PAPER-I Principles of Management			
Course Outcomes	1. Knowledge of varies management Concepts. 2. Understand varies management Concepts. 3. Application of different techniques 4. Analysis of information and situation for making decision. 5. Evaluation of varies alternatives for best selection.		
Expected Skills Impartation(Through theory and Practical's)	1. Decision making skill 2. Managerial Skills.		
Marks : 80	Total Hours of Teaching: 60	Theory: 60	
Syllabus Contents:			
Unit 1:	<b>Introduction to Management:</b> Concept of management, Nature, scope, functions, Elements, levels of management and its functions, Importance and Functional Areas of Management, Management of Business Environment. The social responsibility of management.		15 Hrs.
Unit 2:	<b>The Evolution of management Thoughts:</b> Study of scientific Management, Pre –Industrial revolution period, Contribution of management thinkers in management thought: F.W. Taylor, Henry Fayol. approaches to management. -Classical Approach,Neo-Classical, System Approach , Recent trends in Management. MBO: Process of MBO and Its importance.		15 Hrs.
Unit 3:	<b>Functions of Management :</b> <b>Planning :</b> Nature, Principles, Process, Types and Limitations of Planning . <b>Organizing :</b> Basic concept, Importance of Organizing, Process of Organizing, Span of control, Types of Organization, Structure and Design . <b>Staffing :</b> Importance and process of Staffing, recruitment , selection, induction and placement .		15 Hrs.
Unit 4:	<b>Directing:</b> Nature and Principles , Purpose and need of Directing, Elements of directing – <b>Communication :</b> Process , Types of Business communication , Effective commination, <b>Supervision:</b> Nature, Objectives, Principles and Types of supervision. <b>Leadership:</b> leadership Style –, Future Prospective of Leadership. <b>Motivation :</b> Techniques, Motivational Theory, Need Theory, Two Factor theory, Equity Theory, Expectancy theory, Goal setting Theory, Theory ‘X’ & theory ‘Y’. <b>Controlling:</b> Process, Requirement for effective control , Control Techniques , Types of Control and Use of IT in controlling. <b>International Management: Study</b> of at least two locally managed and internationally Operating organizations.		15 Hrs.
Reference Books:			

1. Management - James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert
2. Management - Global Perspective By Heinz Welhrich&Horolad
3. International Management - Manab Thakur, Gene E. Burton & B.N. Srivavtava
4. Management - Peter Drucker
5. Management &Organization - Louis A. Allen

Executive/Distance Mode MBA -I SEM-II PAPER-XXXXX MANAGEMENT ACCOUNTING			
Course Outcomes	1. Describe concepts in management accounting. 2. Prepare final account of a company 3. Prepare cost sheet of a company 4. Produce CVP analysis.		
Expected Skills Impartation(Through theory and Practical's)	1. Reading the balance sheet of a company 2. Analysis of accounting and cost figures.		
Marks : 80	Total Hours of Teaching: 60	Theory: 60	
Syllabus Contents:			
Unit 1: a) Theory	<b>Introduction to Accounting-</b> Accounting Concepts, Convention & fundamental accounting assumptions. Journal, ledger, subsidiary books, Trial balance & final accounts (Trading, P&L A/C & B/S) Use of Computers in Accounting – Meaning, Role, Terms, Tally packages in Accounting, recent trends		15 Hours
Unit 2: a) Theory	<b>Management Accounting-</b> Concept, Meaning, Scope, Limitations of management Accounting, Functions of finance manager, Distinction between financial Accounting – Cost Accounting – Management Accounting.		15 Hours
Unit 3: a) Theory	<b>Analysis of Financial Statements-</b> Nature, objectives, uses & limitations of financial statements, Techniques of financial analysis- Comparative financial statements, Common size financial statements, Trend percentage ratios.		15 Hours
Unit 4: a) Theory	<b>Cost Accounting-</b> Meaning, Scope of Cost Accounting, Distinction between Financial & Cost Accounting Material, Labour, Overheads classification of cost, preparation of cost sheet Marginal Costing – Contribution Key factor, BEP, MOS, Decision making through CVP analysis.		15 Hours
<b>Reference Books:</b> 1. Advanced Accountancy- Arulnandan and Raman 2. Advanced Accountancy - Shukla M.C. and Grewal T.S. 3. Cost Accounting - Jawahar Lal 4. Cost and Management Accounting - M.E. Thukaram Rao			

5. Management Accounting- I. M. Pandey 6. Principles and Practice of Management Accounting - Manmohan Goel 7. Management Accounting - Sharma and Gupta
<b>Suggested Additional Readings: (if web source then provide url)</b> 1. Future Accountant <a href="http://www.futureaccountant.com">www.futureaccountant.com</a> 2. Google Scholar - <a href="https://scholar.google.co.in/">https://scholar.google.co.in/</a>
<b>Suggested Research Journal :</b> 1. Chartered Accountant 2. Indian Journal of Accounting 3. Management Accountant 4. The Accounting Review

	<b>MBA – I, Sem – I (Distance/Executive) BUSINESS STATISTICS</b>	
	<b>Cos</b> Upon successful completion of this course, students will be able to: <ol style="list-style-type: none"> <li>1. Obtain summary statistics of numerical data.</li> <li>2. Represent numerical data diagrammatically and graphically.</li> <li>3. Perform simple correlation and simple linear regression analysis.</li> <li>4. Compute probability of events.</li> <li>5. Explain binomial, Poisson, and Normal distributions.</li> <li>6. Perform elementary hypothesis testing</li> </ol>	
Unit 1	Measures of Central Tendency: Arithmetic mean, median, mode, geometric mean, harmonic mean. Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, variance, coefficient of variation. Graphical representation: bar chart, histogram, pie chart.	15 Hrs.
Unit 2	Correlation: concept of correlation between two variables, types of correlation, scatter plot, Karl Pearson coefficient of correlation, Spearman's rank correlation coefficient. Regression: meaning and utility of regression analysis, simple linear regression, interpretation of regression coefficients, coefficient of determination.	15 Hrs.
Unit 3	Probability: random experiment, sample space, event, mutually exclusive events, exhaustive events, independent events, classical definition of probability, addition and multiplication laws of probability, conditional probability. Probability distributions: discrete and continuous random variables, Binomial, Poisson, and Normal distributions.	15 Hrs.
Unit 4	Testing of hypotheses: null and alternative hypotheses, procedure of testing of a hypothesis, critical region, type –I and type II errors, one sample and two sample t-tests, paired t-test, chi-square test for variance, F-test for two variances, chi-square test of independence.	15 Hrs.
	<b>Reference Books:</b> 1. Gupta S. C. and Gupta Indra (2018) Business Statistics, Himalaya Publishing House Pvt Ltd. 2. Arora P.N. and Arora S. (2003) Statistics for Management, S. Chand Publishing 3. Levin R. I. and Rubin D. S. (1998) Statistics for Management, Pearson. 4. Gupta, S. C. (2017) Fundamentals of statistics, Himalaya Publishing House.	

<b>MBA Distance Executive Managerial Economics</b>			
<b>Marks :80</b>	<b>Total Hours of Teaching : 60</b>		
Unit – 1	<b>Introduction to Managerial Economics</b> 1.1. Managerial Economics : Nature, Scope and significance in Business Decisions 1.2. Demand Analysis- Types, Law of demand, factors affecting on demand 1.3. Elasticity of Demand - Types of elasticity and its significance in Business Decisions 1.4. Measurement of elasticity of demand- Methods and Applications	15 Hours	
Unit – 2	<b>Production, Cost, Revenue and Profit</b> 2.1. Production function - Meaning, Short run and Long run Production function 2.2. Cost of production – Cost Concepts and its curve in short and long run 2.3. Revenue - Concepts of Revenue- Revenue curves under different markets 2.4. Profit - Gross and Net Profit, factors affecting on profit - Break Even Analysis	15 Hours	
Unit – 3	<b>Market Structure and Pricing methods</b> 3.1. Perfect Competition - Features -Price and Output Determination 3.2. Monopoly- Features-Price and Output Determination 3.3. Monopolistic Market- Features-Price and Output Determination 3.4. Oligopoly Market – Features – Kinked Demand Curve – Price leadership.	15 Hours	
Unit – 4	<b>Pricing Methods and Investment Analysis</b> 4.1 Factors affecting on Pricing of Products and Services 4.2 Full Cost Pricing- Multi Product Pricing method 4.3 Price Discrimination - Dumping Prices- Peak Load Pricing method 4.4 Capital Budgeting - Methods, Significance and Limitations	15 Hours	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Mehata P. L. (2010) Managerial Economics- Analysis and Problems, Himalaya Publishing House, Mumbai</li> <li>2. Paul Keat, Philip K Young, Steve Erfle, (2014) , Managerial Economics, 7th Edition, Pearson publication</li> <li>3. Dominick Salvatore (2016) Managerial Economics Principles and Worldwide Applications EIGHTH EDITION © Oxford University Press</li> <li>4. NICK WILKINSON (2005) Managerial Economics A Problem Solving Approach, Cambridge University Press, New York</li> <li>5. Michael R. Baye (2010) Managerial Economics and Business Strategy, McGraw-Hill Irwin, New York, NY USA</li> <li>6. Varshney R. L. and Maheshwari K.L. (2005), Managerial economics text, Problem and Cases, Sultan Chand and Sons, Educational Publishers, New Delhi</li> </ol>			

7. Dwivedi D. N. (2002) Managerial Economics 6 <sup>th</sup> Edition, Vikas Publishing House PVT. LTD. new Delhi
<b>Suggested Additional Readings:</b> National Council of Applied Economics Research EBSCO Discovery Service <a href="#">ProQuest</a>
<b>Suggested Research Journal :</b> Economic and Political Weekly Finance and Development IUP Journal of Managerial Economics

<b>Master of Business Administration</b> <b>M.B.A. Part-I Semester-I</b> <b>Information Technology for Management</b>	
<b>Course Outcome:</b>	After completion of course students will be able to : 1. Understand different components of Information Technology. 2. Apply E-commerce and E-banking applications for business. 3. Design and implementation of database system for business application. 4. Identify importance of IT security and emerging trends in IT
<b>Syllabus contents</b>	
Unit I	<b>Information Technology</b> Introduction, Concept of IT, IT application in Management, Computer Hardware, software, Languages and package. Operating system – Operating system architecture and Operating system function, Introduction to Windows, Linux Computer Network – Introduction to networking, types of network. Topology, Intranet, Extranet, Internet. IT applications in different functional areas of management.
Unit II	<b>Ecommerce and E-Banking:</b> E-Commerce: Introduction to E-commerce, Definition, Advantages and Disadvantages of ecommerce, Types of E-Commerce; Scope of E-Commerce; Functions of ecommerce, Introduction of Mobile Commerce, Advantages, Limitations of mobile commerce, Mobile Commerce applications. E-Banking: Introduction, Traditional Banking v/s E-Banking; Models for E-banking- Core Banking Solution (CBS), Features and subsystems of CBS, Advantages of E-Banking; Delivery channels, Limitations of E-Banking, Electronic Payment Systems: Prepaid and Postpaid Payment Systems (RTGS/NEFT/BHIM/E-cash), National Payments Corporation of India: Services of NPCI.
Unit III	<b>Database Technology</b> Introduction and Definition of database, Need, Features, Data dictionary; Database schema, Data models- Relational Model, Network Model, Hierarchical Model; Type of Keys, Constraints, Normalization;

	<p>Difference between DBMS and RDBMS.</p> <p>Data Warehousing: Introduction, Concept, Definition, Architecture of Data warehouse, applications of Data Warehouse.</p> <p>Data Mining: Introduction to Data Mining, Definition, Data Mining Tools, KDD process, applications of Data Mining.</p>	
Unit IV	<p><b>IT Security and Emerging trends in IT</b></p> <p>IT Security: Introduction, Security Threats: Malicious code, Hackers, Crackers.</p> <p>Types of attacks: Active attacks, Passive attacks, Logical and Physical security threats, Security Control Measures, Cryptography, Firewall, Proxy Server, SSL.</p> <p><b>Emerging Trends in IT:</b></p> <p>Introduction to Cloud computing, Cloud models – Private, public, hybrid cloud.</p> <p>Cloud services- SAAS, PAAS, IAAS, HAAS, advantages, limitations, applications of cloud computing.</p> <p>Business Intelligence: Introduction, Importance, Applications of BI, Introduction to BI Tools.</p>	15 Hours
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Introduction to Information Technology Turban, Rainer and Potter John Wiley &amp; Sons, Inc. 2005</li> <li>2. Introduction to Database System by Date, Eighth Edition, Pearson Education</li> <li>3. E-Commerce Fundamentals and Applications - Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley &amp; Sons, Inc. 2001</li> <li>3. E-Commerce (concepts - Models – Strategies) C. S. V. Murthy, Himalaya Publishing House, 2002</li> <li>4. Computer Fundamentals. B. Ram, New Age Publications, 2003</li> <li>5. Data Mining Techniques, Arun K. Pujari, Universities Press, 2001</li> <li>6. Cloud Computing: Charlie Kaufman and Radia Perlman, Mike Speciner, “Network Security, Second Edition, Private Communication in Public World”, PHI 2002.</li> <li>7. Information &amp; Network Security for GTU, I. A. Dhotre V. S. Bagad, Technical Publication, Edition 2018.</li> <li>8. Behrouz A. Ferouzan, “Cryptography &amp; Network Security”, Tata McGraw Hill, 2007.</li> <li>9. Cloud Computing from beginning to end by Ray Rafael.</li> <li>10. Prasant Kumar Pattnaik et.al., Fundamentals of Cloud Computing, Vikas Publication House Pvt. Ltd., first Edition 2015</li> <li>13. Data Mining : Concept and Techniques Han Elsevier ISBN : 978938031913</li> </ol>		
<p><b>Suggested Additional Reading</b></p> <p>ePGPathshala: Engineering and technology Subject: Computer Science Paper Name: P-05 Database Management System URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=7">https://epgp.inflibnet.ac.in/ahl.php?csrno=7</a></p> <p>ePGPathshala: Engineering and technology Subject: Computer Science Paper Name: : P-040 Cloud Computing</p> <p>URL: <a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=7">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=7</a></p> <p>ePGPathshala: Computer Science Paper Name: P-07 Computer Networks,</p> <p>URL: <a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=7">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=7</a></p>		



Executive/Distance Mode MBA -I SEM-I PAPER - VI (Business Communication)			
Course Outcomes	On Completion of this course students will be able to: 6. Understand concept of business communication 7. Apply written and oral communication skills 8. Evaluate need and importance of non-verbal communication 9. Analyze the appropriate use of communication principles in various business situation		
Expected Skills Impartation(Through theory and Practical's)	3. Oral communication. 4. Written communication 5. Non-verbal communication.		
Marks : 80	Total Hours of Teaching: 60	Theory: 60	
Syllabus Contents:			
Unit 1: a) Theory	A. Meaning ,Importance & objectives of business communication, Principles of Communication, forms of communication, Process of communication, Barriers of effective communication, Techniques of effective Communication B. Written Communication -Business Letters- Types , purchase letter, sales letter ,inquiries , Circulars , Quotations , Orders , Acknowledgments Executions , Complaints , Claims & adjustments Collection letter ,Banking correspondence , Agency correspondence Meetings-Notice-Agenda, Resolutions in minutes, and Minutes writing.		15 Hours
Unit 2: a) Theory	A. Application Letter – Covering letters, Bio-data , Interview Letters, Letter of Reference , Letter of Appointments , Confirmation , Promotion, Retrenchment, Resignations. B. Report writing – Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee.		15 Hours
Unit 3: a) Theory	A. Oral Communication- Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. B. Meaning and importance of group discussions, Interviews and interview methods		15 Hours
Unit 4: a) Theory	A. Non verbal Expressions-Body Languages, Gestures, Postures, Facial Expressions, Dress codes. B. Application of Electronics media & communications, Telecommunication, teleconferencing, FAX, E-mail, social communication network		15 Hours
Note: Practical	Simulation exercises on each unit should be conducted and assigned for effective execution of this curriculum Role play, Mock interviews and GD, exercises of e-communication can be designed and executed during the practical course		
Reference Books:			

1. Basic Business Communication - Robert MaArcher 2. Effective Business Communication - Murhy 3. Excellence in Business Communication - Thill 4. Handbook of Business Correspondence by - Frailey . 5. Business English & communication - Cleark 6. Business communication - Pradhan & Thakur 7. Business communication - Balsubramanium M 8. Handbook of case writing - Culliton & James W.
Suggested Additional Readings: (if web source then provide url) 1. <a href="https://www.skillsyouneed.com/">https://www.skillsyouneed.com/</a> 2. <a href="https://www.coursera.org/in">https://www.coursera.org/in</a>
Suggested Research Journal : Journal of Management Development <a href="https://www.emeraldinsight.com/loi/jmd">https://www.emeraldinsight.com/loi/jmd</a>

	<b>MBA – I, Sem – I (Distance/Executive) Organizational Behaviour Paper – VII</b>	
	<b>Course Outcome:</b> <b>The students should be able to:</b> <ol style="list-style-type: none"> <li>Understand the approaches and models of organizational Behaviour.</li> <li>Understand the concept &amp; determinants of personality.</li> <li>Understand the concept of perception and process of perception.</li> <li>Understand the concept of attitude; types and sources of values.</li> <li>Relate different theories of motivation and leadership with current situation.</li> <li>Understand the various strategies for managing conflicts in organization.</li> <li>Understand the concept of organizational culture organizational change and development.</li> </ol>	
<b>Unit No.</b>	<b>Particulars</b>	
Unit 1	Concept, Disciplines contributing to OB; Historical Overview of OB; Approaches to the study of OB, Models of OB	15 Hours
Unit 2	<b>Micro Perspectives of O.B. –</b> Individual Behaviour : Personal factors – Biographical characteristics & learned characteristics, Environmental factors & organizational factors. Personality – concept, Determinants of Personality; Development of Personality Perception – Meaning, nature & process; Attitude- concept components of Attitude, Measurement of Attitude; Values – concept, types of values, Sources of values.	15 Hours
Unit 3	<b>Micro &amp; Macro Dynamics of OB</b> Motivation –Concept, Theories of Motivation – Maslow, Alderfer, Herzberg, McClelland, Vroom & Theory Z ; Money & Motivation, Non – Financial incentives and motivation conflicts – concept, Types of conflict, Resolution of conflict stress – concept, causes, strategies to reduce the stress. Leadership Styles, Functions, Theories of Leadership Power & Authority – Concept, Types of Power, Difference between Authority & Power.	15 Hours

Unit 4	<b>Macro Perspectives of OB</b> Organisational Culture – Meaning, Emerging Issues Organisation change – Nature, Factors in Organisation change Resistance to change, Overcome resistance to change. Organizational Development – OD Techniques -	15 Hours
	<b>REFERENCES:-</b> 1. Organizational Behavior – Stephen P. Robbins 2. Organizational Behavior – Fred Luhans 3. Organizational Behavior – K. Ashwathappa. 4. Organizational Behavior – Dr. C.B. Gupta	

<b>Executive/Distance Mode</b> <b>MBA –I SEM-I</b> <b>PAPER-VIII</b> <b>Business Law</b>			
Course Outcomes	1. Understand the frame work of Indian Business Laws 2. Understand the legal aspects of business. 3. Study the cases for better understanding the concepts under Business Laws. 4. Acquaint with provisions of latest business Laws		
Expected Skills Impartation	Drafting solutions to the case.		
Marks : 80	Total Hours of Teaching: 60	Theory: 60	
<b>Syllabus Contents:</b>			
Unit 1: a) Theory	<b>Law of Contract &amp; Sale of Goods</b> <b>(A) Indian Contract Act, 1872:</b> Meaning of Business Law- Sources of Business Law- Formation of Contract-Classification of Contracts, Essential Elements of Valid Contract, Offer and Acceptance, Capacity of Parties, Free Consent, Void Agreements and Contingent Agreements, Performance and Discharge of contract, Breach of contract-Meaning & remedies, Quasi Contract, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Agency - Creation of Agency – Agent and Principal:Rights & Duties, Types of agency. (Case lets on enforceability, Offer & acceptance, Free consent)  <b>(B) Sale of Goods Act, 1930:</b> Essentials of contract of Sale of Goods- Sale & Agreement to sale, Subject matter of Contract of Sale, Transfer of property or ownership, Performance of the Contract of Sale, Conditions and Warranties-Implied Conditions and warranties, difference between Condition and Warranty, Doctrine of Caveat Emptor, Performance of Contract of Sale-Unpaid Seller and his rights, Sale by Auction. (Case lets on breach of warranty or condition)		15 Hours
Unit 2: a) Theory	<b>Negotiable Instruments and Consumerism</b> <b>(A) Negotiable Instruments Act, 1881:</b>		15 Hours

	<p>Negotiable Instruments: Meaning and Characteristics-Kinds of Negotiable Instruments: Bill of exchange, Promissory Note, Cheque, Holder and Holder in due course-Transferability and Assignment of Negotiable Instruments- Negotiation and Types of Endorsements, Crossing of cheques and Dishonor of cheques. (Identifying examples of valid and invalid NIs)</p> <p><b>(B) Consumer Protection Act, 2019:</b>  <b>Need for the new Act, Rights of consumers,</b> Salient Provisions of the Consumer Protection Act 2019 : new definition of consumer, central consumer protection authority, consumer dispute redressal commission, E-filing of complaints, Product Liability and penal consequences, Penalties for misleading advertisement, Provision for alternative dispute resolution, Unfair trade practices, Consumer Disputes and Redressal Agencies. (Examples of misleading advertisement by companies)</p>	
Unit 3: a) Theory	<p><b>Corporate Law &amp; Protection of Intellectual Property</b>  <b>(A) Indian Companies Act, 2013:</b>  Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital &amp; Debentures, Acceptance of deposits, Appointment of director including woman Director. Modes of acquiring Membership, Rights and Privileges of Members and Shareholders, Transfer and Registration of Transfer of Securities, Transmission of Securities, Meetings-Types – Motion-Resolution- Dividend - Rules as to Payment of Dividend.  Winding up - Meaning, Types, Procedure, Payment of Liabilities in the event of winding up. (Case studies on : Separate legal entity, Ultra virus)</p> <p><b>(B) Intellectual Property Laws:</b>  Meaning &amp; Definition of IPR, Salient Features of IPR, Copyright : meaning, importance, Term &amp; duration of copyright, Rights of copyright owner, Infringement of Copy Rights. Trademark: meaning, Importance, Duration, Procedure for registration, Infringement of Trademark. Patents: Meaning, Importance, What can be patented?, Registration of Patents, Term of Patent, Infringement of Patent rights. (One or two cases of infringement of IPR)</p>	15 Hours
Unit 4: a) Theory	<p><b>Laws related with Information Technology and Right to Information</b>  <b>(A) Information Technology Act, 2000:</b>  Introduction and objectives of Information Technology Act, 2000,-E-Governance – Ecommerce – Meaning Merits- Demerits Digital Signature- Certification &amp; Revocation, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce &amp; Security, Cyber Crimes. - Cyber-crimes and penalties. (One or two cases of Cyber crimes )</p> <p><b>(B) Right to Information Act, 2005:</b>  Meaning, Objectives, Nature and scope of Right to Information Act, 2005- Public Authorities and their obligations, Public Information Commissioner &amp; their duties, Legal provisions relating to right to</p>	15 Hours

	information, Procedure for obtaining Information under this Act, Penalties . (One or two cases of penalty for denial of information).	
Note:	Students have to give more emphasis on case studies with respect to every act.	

**Reference Books:**

- 1) M.C. Kuchhal - 'Business Law' Vikas Publishing House Pvt. Ltd.
- 2) B. S. Moshal –'Business and Industrial Law', Ane Books India
- 3) S.N. Kulkarni- 'Laws Regulating Business', Diamond Publications
- 4) Business Law By Sheth, Yejjal- -Pearson Publication
- 5) Indian Contract Act: By Avtar Signh – Eastarn Book Company
- 6) Business Law By Pillai, R.S.N. and Bhagavathi- -S. Chand
- 7) R.P. Maheshwari and S.N. Maheshwari- 'Principles of Mercantile Law'
- 8) Elements of Mercantile Law: By N.D. Kapoor – Sulchand & Sons
- 9) Legal Aspects of Business, Akhileshwar Patha
- 10)Arshad Subzawari- 'The Consumer Protection Act'
- 11) Consumer Protection Act 2019 Bare Act
- 12) The Companies Act 2013, Bare Act, Paperback, Professional Book publisher.
- 13) Companies Act, 2013 (Hardbound Pkt. edn.) (English, Hardcover, Bharat)
- 14) Dr. Farroq Ahmed- 'Cyber Laws in India', Pioneer Book
- 15) Professional Publication-'Right to Information Act'
- 16) Law Relating to Intellectual Property Rights -M K Bhandari- Central Law Publications.

**Shivaji University, Kolhapur**  
**MBA – I Sem – II**  
**(Distance/Executive mode)**

<b>Executive / Distance Mode</b> <b>MBA -I SEM-II</b> <b>PAPER-IX</b> <b>MARKETING MANAGEMENT</b>		
Course Outcomes	1. To introduce students with marketing, and its impression on business. 2. To accustom to know the dynamic marketing environment 3. To analysis the market and develop suitable marketing strategy 4. To make aware the students about new edge of marketing.	
Expected Skills Impartation	1. Marketing skills 2. Market data collection and analysis 3. Develop Strategy 4. Digitalization of marketing	
Marks : 80	Total Hours of Teaching: 60    Theory: 60	
Syllabus Contents:		
Unit 1: a) Theory	<b>Market and Marketing Environment</b> Introduction to Market, classification of market, Meaning & Definition of marketing, Need, scope of marketing, Objectives of marketing, Marketing functions, Core concepts of marketing, Company orientation towards market place. Introduction, Meaning, Scanning the environment, Environmental analysis, Importance and Need, Microenvironment and Macro environment of marketing, Market Plan- Importance, marketing planning process.	15 Hours
Unit 2: a) Theory	<b>Buying Behavior and Marketing Information System</b> Meaning & Definition of consumer behavior, Importance, Factors influencing consumer behavior, Buying decision process, Buying motives. Branding- meaning, advantages & disadvantages, Packaging-meaning, function of packaging Introduction to Marketing Information System, Importance & Requisites. Segmentation- Meaning & Importance, Bases for consumer market segmentation, Selection of segment, Market targeting, Product positioning.	15 Hours
Unit 3: a) Theory	<b>Strategies of 4P's</b> Meaning & Definition of product, Classification of product, Product Life Cycle & Marketing strategies, New product development process, Pricing- Meaning, Pricing objectives, Factors affecting pricing price determination policies, Pricing methods. Promotion mix-publicity, Sales Promotion - Nature & Techniques, Personal selling-nature & Importance, Process of personal selling. Channels of distribution-concept & importance, channels of distribution for consumer product & industrial product, Selection of channel for logistics management	15 Hours
Unit 4: a) Theory	<b>New Edge of Marketing-</b> Neuromarketing- concept, meaning, Neuroscience and Consumer Thinking, Methodology, overview of Applications.	15 Hours

	Green Marketing- Concept, Importance, Green Marketing Mix, Digital Marketing- Concept, importance, benefits, limitations. Social Media Marketing. Online Marketing – Meaning, Concept, Need and benefits.	
<b>Note:</b>	NPTL videos can be shared. Reliable YouTube video links can be shared and discussed.	
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Marketing Management – R.S.N. Pillai, Bagavathi, S. Chand and Company Pvt. Ltd. New Delhi</li> <li>2. Marketing Management –Dr. K. Karunakaran, Himalaya publishing House, Delhi</li> <li>3. Marketing Management - Sherlekar S.A. Himalaya publishing House Delhi,</li> <li>4. Neuromarketing and its Applications- Dr. Surabhi Singh, Himalaya publishing House, Delhi</li> <li>5. Green Marketing: Marketing Strategy and Consumer Behaviour- Monica Loss, Global Vision Publishing House</li> <li>6. Digital Marketing - Vandana Ahuja, Oxford University Press</li> <li>7. Digital Social Media Marketing- Nitin C. Kamat, Chinmay Kamat, Himalaya publishing House, Delhi</li> <li>8. Marketing Management - Ramaswamy, Namakumari. Tata McGraw Hill publishing Company Ltd. New Delhi.</li> <li>9. Marketing Management, - Saxena Rajan Tata McGraw Hill publishing Company Ltd. New Delhi.</li> <li>10. Marketing Management - Kotler Philip, Keller, Koshy, Jha. Prentice Hall Indian Ltd.</li> </ol>		
Suggested Additional Readings: <ul style="list-style-type: none"> <li>• <a href="https://ndl.iitkgp.ac.in/">https://ndl.iitkgp.ac.in/</a></li> <li>• <a href="http://ndl.iitkgp.ac.in/document/Z2JzN0ZmU2VhdW5kODBJdWRCTmg3QUl6VlFuRCswKzM5cTBsTkoxK01sa3lWQ3pCRUdDdnpLRVhtRjA0QXZGaA">http://ndl.iitkgp.ac.in/document/Z2JzN0ZmU2VhdW5kODBJdWRCTmg3QUl6VlFuRCswKzM5cTBsTkoxK01sa3lWQ3pCRUdDdnpLRVhtRjA0QXZGaA</a></li> </ul>		
Suggested Research Journal : <ul style="list-style-type: none"> <li>• <a href="https://shodhganga.inflibnet.ac.in/">https://shodhganga.inflibnet.ac.in/</a></li> </ul>		

<b>Executive/Distance Mode</b> <b>MBA -I SEM-II</b> <b>PAPER-X</b> <b>FINANCIAL MANAGEMENT</b>			
Course Outcomes	<ol style="list-style-type: none"> <li>1. Describe strategic financial planning and models.</li> <li>2. Describe working capital management.</li> <li>3. Estimate time value of money</li> <li>4. Analyze statements of accounts.</li> </ol>		
Expected Skills Impartation(Through theory and Practical's)	<ol style="list-style-type: none"> <li>1. Reading and understanding financial strategies.</li> <li>2. Reading the financial statements viz. funds flow statement, cash flow.</li> <li>3. Understanding capital structure formations and the logic behind the same.</li> </ol>		
Marks : 80	Total Hours of Teaching: 60	Theory: 60	
Syllabus Contents:			
Unit 1: a) Theory	Introduction to Financial Management- Introduction, Meaning,		15 Hours

	Objective, role and functions of financial management Ratio Analysis- Meaning, Nature and interpretation of ratios Profitability, Solvency, Leverage, Turnover ratios, Computation and Comparison of ratios.	
Unit 2: a) Theory	Working capital management – Meaning, Significance, type and determinants of working Operating cycle and estimation of working capital, requirement, Sources and application of working capital. Cost of Capital- Meaning and Significance of cost capital. Capital structure, Calculation of cost of capital-preference, equity and debt.	15 Hours
Unit 3: a) Theory	Operating & Financial Leverage- Meaning, Concept and measurement of leverage. Calculation of operating, financial and combined leverage. Budget and Budgetary Control- Meaning, objective, limitations of budgetary control system. Types of budget. Sales, purchase, Fixed Flexible, Cash, Master budget.	15 Hours
Unit 4: a) Theory	Capital Budgeting- Concept, meaning & importance of capital budgeting. Factors influencing budgeting Investment evaluation criterion –NpV, PI, PBP, IRR. Management Reporting- Meaning, objective, essentials of good report. Characteristics of good reporting system. Types of report.	15 Hours
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. VanHorne, James C. (2001). Financial Management and Policy, Prentice Hall.</li> <li>2. Seeba Kapil (2015). Fundamental of Financial Management, Wiley India, New Delhi.</li> <li>3. Khan, M. Y. and Jain, P. K. ( - Financial Management (Tata McGraw Hill)</li> <li>4. Prasanna Chandra - Fundamentals of Financial Management (Tata McGraw Hill)</li> <li>5. Knott G - Financial Management (Palgrave)</li> <li>6. Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education)</li> <li>7. R P Rustagi - Financial Management (Galgotia)</li> </ol>		
Suggested Additional Readings: (if web source then provide url) <ol style="list-style-type: none"> <li>1. <a href="https://education.svtuition.org/">https://education.svtuition.org/</a></li> <li>2. <a href="https://www.scribd.com">https://www.scribd.com</a></li> <li>3. <a href="https://www.freemba.in">https://www.freemba.in</a></li> <li>4. <a href="http://www.docsity.com">http://www.docsity.com</a></li> </ol> Google Scholar – <a href="https://scholar.google.co.in">https://scholar.google.co.in</a>		
Suggested Research Journal : <ol style="list-style-type: none"> <li>1. Indian Journal of Commerce</li> <li>2. Finance India</li> <li>3. The Journal of Finance</li> <li>4. Indian Journal of Finance</li> <li>5. International Journal of Financial Management</li> <li>6. The Management Accountant</li> </ol>		

	<b>MBA – I, Sem – I(CBSC)</b> <b>Human Resource Management</b> <b>Paper – XI</b>	
	<b>Course Outcome:</b> <b>The students should be able to:</b> <ol style="list-style-type: none"> <li>i) Understand the concept of HRM, Functions &amp; Development of</li> </ol>	



	<p>HRM.</p> <p>ii) Understand the concept of Strategic HRM</p> <p>iii) Understand the process of HRP.</p> <p>iv) Understand the sources of recruitment, selection and placement process.</p> <p>v) Understand the concept of Employee health and safety.</p> <p>vi) Understand the methods of wage payment and the types of incentives and benefits.</p> <p>vii) Understand the concept of virtual organization; flexi time &amp; flexi work, moonlighting, Employee engagement, Employee branding HR Capital &amp; Talent Management.</p>	
<b>Unit No.</b>	<b>Particulars</b>	
Unit 1	<p><b>Human Resource Management</b></p> <p>Concept , Nature, Scope &amp; Functions; Development of Human Resource Management; Strategic Human Resource Management – Concept, Difference between Traditional HRM &amp; Strategic HRM</p>	15 Hours
Unit 2	<p><b>Human Resource Planning –</b></p> <p>Meaning, Objectives, Importance &amp; Process, Barriers of HRP Job Analysis- Concept , Uses, Process; Job Description &amp; Job Specification; Recruitment – Objectives, Sources of Recruitment, Factors of Recruitment; Selection – Process Placement – Concept, Process; Socialization – Phases.</p>	15 Hours
Unit 3	<p><b>Maintenance of Manpower</b></p> <p>Employee Health &amp; Safety – Concept; Occupational Hazards&amp; Accidents – types and causes; Safety – Significance; Social Security- Concept, Objective, Scope, Types. Wage &amp; Salary administration – objectives, Methods of wage payment, Factors, affecting wage &amp; salary level, Incentives – concept, Types, Benefits – concept, Types.</p>	15 Hours
Unit 4	<p><b>HR In new era</b></p> <p>Virtual Organization, Flexi time, Flexi work, Moonlighting by employees; Human Resource Accounting – Meaning, Objectives, Methods, Limitations; Employee Engagement, Employee Branding, Green HRM, HR Capital, Talent Management.</p>	15 Hours
	<p><b>REFERENCES:-</b></p> <ol style="list-style-type: none"> <li>1. Human Resource Management - V.S.P. Rao</li> <li>2. Human Resource Management - P. Subba Rao</li> <li>3. Human Resource Management - S.S. Khanka</li> <li>4. Human Resource Management - Gary Dessler</li> <li>5. Human Resource Management - K.Aswathappa.</li> </ol>	

<p align="center"><b>Executive/Distance Mode</b>  <b>MBA -I SEM-II</b>  <b>PAPER-XII</b>  <b>OPERATIONS MANAGEMENT</b></p>	
Course Outcomes	1. Learn the operations management system and issues pertaining to

	management of productivity, manufacturing technology and facilities. 2. Understand an appreciation of the crucial role of operations management in the efficiency, competitiveness, and profitability of business operations. 3. Understand the formulation and application of methods and models for inventory management. 4. Familiarize the students with various aspects of quality management.		
Expected Skills Impartation(Through theory and Practical's)	1. Designing systems 2. Analysis of operations related quantities.		
Marks : 80	Total Hours of Teaching: 60	Theory: 60	Practical: xx
Syllabus Contents:			
Unit 1: a) Theory Introduction to Production Management	<b>INTRODUCTION TO PRODUCTION MANAGEMENT</b> A) Production Management- Introduction, Nature and scope of operations Management, Historical Evolution of Operations Management, Interface with other functional areas such as Marketing Personnel Finance, Purchasing, Maintenance, Research and Development. Operations Research-Computers and advanced Operations Technology  B) Plant location and plant Lay Out- Need, Importance and Selection of exact location, Factors affecting plant location selection, plant Lay out-Importance, Types of Plant Lay Out, Criteria for good layout.		15 Hours
Unit 2: a) Theory Production Systems and PPC	<b>PRODUCTION SYSTEMS AND PPC</b> A) Types Of Production Systems – Intermittent and continuous, Job Batch, Mass and flow production systems, Assembly lines balancing ,E- Manufacturing- Emerging Manufacturing Technology, Option and Choice.  B) Production Planning Control – Objectives, Types and functions of PPC, The Aggregate Planning process, Elements of scheduling,- Master Scheduling, priority planning, Facility Loading, Sequencing problem of Scheduling. Production Control- Control Techniques.		15 Hours
Unit 3: a) Theory Quality and Material Management	<b>QUALITY AND MATERIAL MANAGEMENT</b> A) Quality Management – Meaning and Importance, Inspection, and Quality Control, Quality Assurance, Strategic role of Quality Management, Purpose of Quality Control- Cost of Quality- Total Quality Management, ISO Certifications. Computers in Quality control.  B) Maintenance and Material Management - Introduction to Materials Management, types of maintenance, Modern approaches to Maintenance Management, Primary and Secondary Objective of Material Management, Scope of Material Management organization. Materials Management Techniques.		15 Hours
Unit 4: a) Theory	<b>STORE AND INVENTORY MANAGEMENT</b> A) Purchasing and Store Management - Importance of Purchasing-		15 Hours

	<p>Purchasing Procedure and policies. Responsibilities of Purchase Manager, Store Keeping-Objective, Importance of Store Lay Out.</p> <p>B) Inventory Management-Types of inventory Management Systems, Objectives of MRP, Fix Order Quantity periodic Review System, Selective Control of Inventory – ABC Analysis, VED Analysis.</p>	
<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. Chunawala, S. A., Patel, D. R. “Production &amp; Operations Management”, Himalaya Publishing House, Mumbai.</li> <li>2. R. Pannerselvam. “Production &amp; Operations management”, Eastern Economy Edition, New Delhi.</li> <li>3. Buffa, E.S. “Operations management”, Wiley India Private Limited, New Delhi.</li> <li>4. Aswathappa K. Bhat , K. Sridhara. “Production &amp; Operations Management”, Himalaya Publishing House, Mumbai,</li> <li>5. Cherry, S. M., Production and Operations Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi.</li> </ol>		
<p>Suggested Additional Readings: (if web source then provide url)</p> <ol style="list-style-type: none"> <li>1. Chase. R.B., F.B. Jacob, and N.J. Aquilano. <i>Operations Management for a Competitive Advantage</i>, Eleventh Edition. New York: Irwin McGraw-Hill, 2006.</li> <li>2. Friedman, T.L. <i>The World Is Flat</i>, New York: Farrar Straus and Giroux, 2005.</li> </ol>		
<p>Suggested Research Journal :</p> <ol style="list-style-type: none"> <li>1. International journal of operations and production management – Emerald Group Publishing</li> <li>2. Production and Operations Management - Wiley-Blackwell</li> <li>3. Journal of Industrial Engineering and Management – Peer Reviewed Journal</li> <li>4. Annals of Operations Research- Springer Science+Business Media</li> </ol>		
<p>Suggested Case Studies:</p> <p>Krishnaswamy K. N., Mathirajan. M. “Cases in Operations Management”, PHI Learning</p>		

<b>Master of Business Administration (Distance Mode)</b> <b>MBA Part – I Semester – II</b> <b>Paper - XIII</b> <b>Management Information System</b>		
<b>Course Outcome</b>	<b>After completion of course students will be able to –</b> <ol style="list-style-type: none"> <li>1. Identify the process of decision making at various levels of management in an organization.</li> <li>2. Understand the importance of information and information system in an organization.</li> <li>3. Illustrate the need of different types of information system for top Management.</li> <li>3. Choose and make use of ERP application in business.</li> </ol>	
<b>Syllabus Contents</b>		
Unit 1	<b>Information System</b> <b>Introduction to Information:</b> Types, Characteristics, Value of Information, Need of information at different management levels	15 Hours

	<b>Introduction to system:</b> Elements, Characteristics of system ,Elements and types of system <b>Introduction to Information System:</b> Definition, Components and Role of IS <b>System Development Life Cycle:</b> Phases in SDLC <b>Introduction to Decision Making: Concept,</b> Managers and decision making, phases in decision making, Types of decisions.	
Unit 2	<b>Types of Information System</b> Major types of information systems in Organization: <b>TPS-</b> Introduction, need and significance <b>KWS:</b> Introduction, need and significance <b>OAS-</b> Introduction, need and significance, <b>MIS</b> – Definition, Scope, Objectives, Characteristics, <b>Applications of MIS in functional Areas:</b> Financial Accounting, Human Resource, Manufacturing, Marketing; Benefits and Limitations MIS	15 Hours
Unit 3	<b>Decision Support System &amp; Executive Support System</b> <b>Decision Support System-</b> Definition, Characteristics, Components of DSS; <b>Group decision support systems</b> - Definition, Need, Components, Characteristics and significance; <b>Executive Support System:</b> Definition, Scope, Functions of an Executive Support System, Significance of Executive Support System.	15 Hours
Unit 4	<b>Enterprise Resource Planning</b> <b>Introduction to ERP-</b> Overview of Enterprise,Integrated Management Information System, Overview of ERP, ERP selection, ERP models and subsystems, ERP Implementation, advantages and disadvantages of ERP. <b>Introduction to SAP:</b> SAP Modules, SAP advantages, carriers in SAP.	15 Hours
<b>References:</b> 1. Management Information Systems – Managing the Digital Firm, 9th Edition, K C Laudon, J P Laudon, PHI / Pearson 2. Management Information System, Hitesh Gupta, International Book House PVT. LTD 3. Decision Support Systems and Data Warehouse, B. Ravinath, New Age International Publishers 4. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin 5. Information system concepts for management – 4th edition Lucas 6. Enterprise Resource Planning, Alex Leon		
<b>Suggested Additional Reading</b> ePGPathshala: Engineering and technology Subject: Management Paper Name: P-06 Management Information System, URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=23">https://epgp.inflibnet.ac.in/ahl.php?csrno=23</a> ePGPathshala: Engineering and technology Subject: Computer Science Paper Name: P-URL: <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=7">https://epgp.inflibnet.ac.in/ahl.php?csrno=7</a> ERP system implementation in large enterprises – a systematic literature review <a href="https://www.emeraldinsight.com/doi/full/10.1108/JEIM-07-2014-0071">https://www.emeraldinsight.com/doi/full/10.1108/JEIM-07-2014-0071</a>		

Executive/Distance Mode MBA -I SEM-II PAPER-XIV APPLICATION OF OPERATION RESEARCH IN MANAGEMENT		
Course Outcomes	1.Understand concept of Operations Research with special reference to industry 2. Analyze Transportation and Assignment problems. 3. Apply queuing & inventory models. 4. Operate various decision models for optimization.	
Expected Skills Impartation(Through theory and Practical's)	1. Students will acquire skills leading to optimization of transportation problems. 2. Students will acquire skills leading to optimization of assignment problems. 3. Students will acquire skills leading to optimization of inventory management. 4. Students will acquire decision making skills required for optimization.	
Marks : 80	Total Hours of Teaching: 60	Theory: 60
Syllabus Contents:		
Unit 1: a) Theory	<b>Introduction to OR &amp; LPP-</b> Definition, Concepts, Phases of OR, Application of OR in business & industry, scope & limitations of OR.LPP- Concepts, Formulation of models, diverse problems graphical solutions – simple algorithm –use of slack / surplus / artificial variables max. / Min -big. M problems (optimum sensitivity analysis).	15 hours
Unit 2: a) Theory	<b>Assignment &amp; Transportation Problems-</b> Assignment problem- Concepts, formulation of model-Hungarian method of solution. /maximization, minimization, Prohibited, Multiple solution type problems,/- balanced/ unbalanced problems. Transportation Problems- Concepts, formulation of model- solution procedure for initial feasible solution & optimality check- balance/ unbalance- maximization/ minimization.-Case of degeneracy.	15 hours
Unit 3: a) Theory	<b>Queuing &amp; Inventory models-</b> Queuing models- Concepts, types of queuing system, characteristics of queuing model, queues in series & parallel birth & Death process. Problems Based on the results of (M/M/I) model. Inventory models- Concept, types of inventories, cost involved, deterministic model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) with finite production rate, EOQ under price break,- determination of safety stock & reorder levels- lead time.	15 hours
Unit 4: a) Theory	<b>Decision,Simulation,Game theory-</b> Decision theory- Introduction, Decision models-Decision making under risk (EMV criterion, Decision making under uncertainty-Maximin criterion,Maximax criterion,Minimax regret criterion,Laplace criterion. Simulation-Concept- Areas of application- Monto Carlo simulation & its application to problems - in queuing Inventory situations. Game theory-Introduction, Terminology, Pure strategy games, limitations of Game theory.	15 hours
Note:	Note should be given if any (regarding problems on specific topics, defined cases etc.)	
Reference Books: 1.Operation Research- An Introduction- Taha,Pearson education India publication. 2. Operation Research –S.D. Sharma,Kedar Nath Ram Nath & Company publication. 3. Operation Research for Management- Shenoy, Srivastav,New Age International Publishers.		

4. Operation Research –P.K. Gupta &D.S. Hira,S.Chand publication.
5. Operation Management- Kanti Swaroop & others,Sultan Chand & Sons publication.
6. Principles of Operation Research- Harvey- M Wagner,PHI publication.
Suggested Research Journal : Asia Pacific Journal of Operation Research

MBA -I SEM-II (Dist/Executive) PAPER-XV APPLICATION OF RESEARCH METHODOLOGY TO MANAGEMENT		
Course Outcomes	<b>CO 1:</b> Define various terms used in research process <b>CO 2:</b> Describe research design, sample design and sampling methods <b>CO 3:</b> Apply appropriate methods for data collection for research work <b>CO4:</b> Use appropriate statistical tools for data analysis and interpretation	
Expected Skills Impartation(Through theory and Practical's)	1. Analytical Skills 2. Problem Solving skill	
<b>Marks : 80</b>		
Syllabus Contents:		
Unit 1:	<b>Introduction to Research and Research Design:</b> a) Meaning, objectives &Motivation in research-Types of research –Research Approach _ Research process, relevance &scope of research in management. Ethics in Research. b) Research Design-Features of good Design, Types of Research Design, Basic principles of experimental Design. Sampling Design- steps in sample Design Characteristics of a good Sample Design, random samples & random sampling Design.	15 Hours
Unit 2:	<b>Measurement and Data Collection:</b> a) Measurement &scaling techniques- Errors in measurement test of sound measurement, scaling &Scale construction technique. b) Methods of data collection –Primary data – Questionnaire and interviews. Collection of secondary data. Processing and analyzing data – Measures of central tendency, measures of dispersion and skewness, simple and multiple regression analysis	15 Hours
Unit 3:	<b>Sampling and Testing of Hypothesis:</b> a) Testing of Samples –Sampling distribution, sample theory determining size of sample, confidence level. b) Testing of Hypothesis – Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis.	15 Hours
Unit 4:	<b>Interpretation of Data, report Writing Plagiarism and research in Functional areas:</b> a) Interpretation of data-Techniques of Interpretation, report writing, layout of a project report. b) Writing and publication of a research article. c) Plagiarism: Meaning, importance of plagiarism in research. Ways of checking the plagiarism. How to avoid or reduce the Plagiarism.	15 Hours

	d) Research in general management- Research in functional areas – marketing, finance, HR, production.	
Note:	Students are expected to identify and enlist contemporary social and managerial problems for which research is required. Enlist questions raised out of every social and managerial problem. Prepare statement of a research problem for every social and managerial problems enlisted. Select any one statement of research problem out of above enlisted social or managerial problems and prepare a detailed research design. Design the research for small sample size. Design schedule align with hypothesis and objectives framed. Collect data of minimum 30 samples. Feed data into Ms-Excel import the same into SPSS. Process the data to test hypothesis and to suffice set objectives. Prepare a comprehensive report of research under study. Use layout of project report containing five chapters for righting a report.	
<b>Reference Books:</b> 1.Research Methodology - C.R. Kothari 2. Research Methodology - Saranwalla 3 Research Methodology in management Dr. V.P. Michael 4 Methods of social survey research Bajpai 5. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi 6. Research Methodology – R. Panneer Selvan, PHI		

<b>Shivaji University, Kolhapur</b> <b>MBA - Distance Education</b> <b>MBA – I Semester – II</b> <b>Paper - XVI</b>			
<b>Marks : 80</b>	<b>Total Hours of Teaching: 60</b>	<b>Theory: 60</b>	
<b>Course Outcome</b> 1. Students are able to understand the basic features and nature of Indian economy 2. Able to understand about and analyze Indian agriculture sector 3. Able to understand the industrial profile and problems in India 4. Able to understand about external sector and important international financial organization			
Unit 1	<b>Introduction to Indian Economic Environment</b> 1.1. Basic features and Sectoral Growth of Indian Economy 1.2. Recent Issues and Challenges before Indian Economy 1.3. Economic Reforms since 1991 1.4. FDI – Concept, Sources and Sectoral inflow of FDI in India	15 Hours	
Unit 2	<b>Agricultural Sector in India</b> 2.1. Agriculture- Features, Agrarian Distress- Causes and Remedies 2.2. Recent changes in Cropping Pattern 2.3. Agricultural Export: Volume, Composition and Direction 2.4. Current Trends in Agri-Allied Activities	15 Hours	
Unit 3	<b>Industry and Services Sector in India</b> 3.1. Structure and Growth of Industrial Sector, Recent Industrial Policy 3.2. Recent Schemes for Development of MSMEs 3.3. Components and Recent Trends in Services Sector 3.4. Goods and Services Tax : Concept, Provisions and its impact	15 Hours	

Unit 4	<b>Public Finance and External Sector</b> 4.1 Recent Trends in Union Budget - Sector wise provisions 4.2 Recent EXIM Policy - Institutional Arrangement for Export Promotion 4.3 Trends in Foreign Trade - Direction of foreign Trade - Balance Payment 4.4 Important International Financial Organizations - IBRD, ADB, IMF	15 Hours
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Agarwal, A. K. (1978). Economic Problems and Planning in North East India, Sterling Publishers Pvt.Ltd, New Delhi.</li> <li>2. Venkata Reddy, K (2011). Agriculture and Rural Development -Himalaya Publishing House Delhi.</li> <li>3. Basu, Kaushik (1997), Analytical Development Economics: The Less Developed Economy Revisited</li> <li>3. Dewett Kewal (2011). Indain Economy C.Chand &amp; Co. Ltd. New Delhi 2011.</li> <li>4. Economic Survey of India -2017-18 Ministry of Finance, Govt of India</li> <li>5. GST Manual – GST Council of India , GST Council of India, Ministry of Finance, Govt of India</li> <li>6. Indian Public Finance Statistics - Ministry of Finance, Govt of India</li> <li>7. Irfan Habib, (2006). Indian Economy 1858-1914: A People’s History of India, Vol.28, Tulika, 2006.</li> </ol>		
<b>Suggested Additional Readings:</b> <ol style="list-style-type: none"> <li>1. Economic Survey of India – Government of India</li> <li>2. Development Report – Government of India Ministry of Industry Government of India</li> <li>3. Ministry of Agriculture Government of India</li> <li>4. Ministry of Foreign Affairs Government of India</li> <li>5. Reports by Hindu on Agriculture, Industry and environment.</li> </ol>		