



MBA

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

FACULTY OF COMMERCE & MANAGEMENT

**Structure, Equivalence and Syllabus
of
Master in Business Administration
(MBA)-I
As per NEP 2020
(Semester 60-40 pattern)
w.e.f AY 2024-25**

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 2024-25

SUMMARY OF DISTRIBUTION OF CREDIT

Sr. No	Type of course	Sem I	Sem II	Sem III	Sem IV
01	Mandatory (DSC)	18	18	6	8
02	Elective (DSE)	4	4	12	12
03	RM	4	--	--	--
04	OJP/SIP/FP	--	4	8	--
05	RP	--	--	--	6
06	Total Credits	26	26	26	26

Subject Type	Core	Elective	RM	OJT/FP	Research Project	Total
Credits	50	32	04	12	6	104

Total Credits = 104

KBCNMU, Jalgaon

FACULTY OF COMMERCE AND MANAGEMENT, M.B.A. (MASTER OF BUSINESS ADMINISTRATION) PROGRAMME W.E.FROM 2024-25

Proposed Credit Distribution structure for Two Years P.G Course MBA

Year (2 Yr PG)	Level	Semester	Major (Core) Subjects		RM	OJT/FP	RP	Cumulative Credits /Sem
			Mandatory (DSC)	Elective (DSE)				
I	6.0	Sem-I	MBA 501 Management Science (4T) MBA 502 Organisation Behaviour (4T) MBA 503 Managerial Economics (2T) MBA 504 Business Accounting & Costing (4T) MBA 505 Operations Management (4T)	MBA 506A Startups Ecosystem OR MBA 506B Computer Application in Business (4T)	MBA-507 RM- Research Methodology (4T)	---	---	26
		Sem-II	MBA 511 Business Analytics (4T) MBA 512 Business Communication (2T) MBA 513 Human Resource Management (4T) MBA 514 Marketing Management (4T) MBA 515 Financial Management (4T)	MBA 516A Industry 4.0 OR MBA 516B Business Ethics and Corporate Governance OR MBA 516C SWAYAM/ MOOC courses (4)	MBA-517: Field Project (4)	---	26	
Cum. Cr. For MBA-I			36	8	4	4	---	52
EXIT OPTION: PG Diploma in Business Administration (after 3 year UG Degree)								
Year (2 Yr PG)	Level	Semester	Major (Core) Subjects		RM	OJT/FP	RP	Cumulative Credits/Sem
			Mandatory (DSC)	Elective (DSE)				
II	6.5	Sem-III	MBA 601 Strategic Management (2T) MBA 602 Business Law (2T) MBA 603 International Business Environment (2T)	MBA 604 Specialisation-I (4T)* MBA 605 Specialisation-II (4T)* MBA 606 Specialisation-III (4T)* (A,B,C,D,E,F,G)	---	MBA 607 OJT/ SIP (8)		26
		Sem-IV	MBA 611 Design thinking and Innovation Management (2T) MBA 612 Indian Commercial Law (2T) MBA 613 Management Information System (2T) MBA 614 Project Management (2T)	MBA 615 Specialisation-V (4T)* MBA 616 Specialisation-VI (4T)* MBA 617 Specialisation-VII (4T)* (A,B,C,D,E,F,G)	---		MBA-618 Research Project (6)	26
Cum. Cr. for MBA II			14	24	---	8	6	52
2 Year 4 Semester MBA Degree			50	32	4	12	6	104

Abbreviations: T: Theory Course OJT: On Job Training: Internship/ Apprenticeship P: Practical course RP: Research Project FP: Field Project
DSC: Discipline Specific Core Course RM: Research methodology DSE: Discipline Specific Elective Course SIP: Summer Internship Project

* The students can opt any of the following Specialisation

A. Financial Management,
D Production and Operations Management.
F. Agro-Business Management

B. Marketing Management,
E. Information Technology and Systems Management
G. Business Analytics

C. Human Resource Management,
H. Healthcare Management



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

W.E.F. A.Y. 2024-25

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 2024-25.

2. OBJECTIVES

The primary goal of the MBA program is to prepare future managers to meet the evolving demands of the industry in a competitive and challenging environment. The program is designed to provide deep insights into various functional areas of management and to build essential core competencies for addressing the complexities of day-to-day management.

The key objectives of the program are:

1. To establish a strong foundational understanding across all key areas of management, including Marketing, Finance, Human Resource Management, Production and Operations Management, Information Technology and Systems Management, Healthcare Management, and Business Analytics.
2. To equip students with the necessary knowledge, skills, and mindset to lead effectively in a global business environment.
3. To foster an entrepreneurial mindset and the skills needed for innovation and business creation.
4. To enhance students' ability to appreciate the organizational perspective and interconnectedness of different functional areas.
5. To enable students to focus and specialize in their chosen area of interest through a wide range of 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, SWAYAM MOOCS Courses, OJT, FP 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

The new MBA Curriculum 2024 integrates the National Education Policy, 2020 as well as the draft guidelines of Government of Maharashtra

6. EVALUATION OF THE STUDENT:

- I. The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination (University Assessment) with a weightage in the ratio of 40:60(20:30 in Case of 2 credit course)
- II. Standard of passing –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 comprising of 4 credits . Similarly, the candidate has to obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising of 2 credits.
- III. 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.
- IV. The Discipline Specific Elective (DSE) must have a minimum enrollment of 10% of the total student intake.
- V. 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:

Assessment Components	Internal Continuous Assessment(ICA) (40 Marks)			Semester-End Examination (University Assessment-UA)(60 Marks)
	Class Test (Test-1 & 2 each of 30 Marks) Best of Two	Class Participation (In regular classes / Practical's etc.)	Other Assessment (Home Assignments/ Group Discussion Presentations/ Quiz / Seminar/ Avishkar Participation)	
Marks	30	05	05	60

- VI. Internal Assessment: For the internal assessment, 40 marks shall be assigned which includes:

Assessment Components	Internal Continuous Assessment (College Assessment-CA) (20 Marks)	Semester-End Examination (University Assessment-UA) (30 Marks)
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University Assessment: Each theory paper comprising of 60 marks shall be of 3 hours duration and 30 marks shall be of One and half hour.

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

7. Grades:

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

- i. There shall be at least 48 lecture hours per semester per course for 4 credit course and 24 lecture hours per semester per course for 2 credit 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.
- ii. There shall be 4 lectures / week for 4 credit course and 2 lectures/ week for 2 credit course.
- iii. The semester workload is balanced with 04 credit and 02 credit courses along with On Job Training, Field Project and Research Project.
- iv. 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.
- v. The teaching method shall comprise a mix of Lectures, Seminars, Group discussions, Presentations, case studies, 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.
- vi. 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 ON JOB TRAINING / SUMMER INTERNSHIP PROJECT

- i. Each student shall have to undergo a OJT/SIP training for a period of not less than 8 weeks during vacation falling after the end of IInd Semester.
- ii. The student has to undertake project individually. Joint Projects are not allowed in any case. SIP Report is to be submitted by every individual student separately.
- iii. More than 5 students of same institute are not allowed to undertake project in the same organization/company (irrespective of branch / location etc.). All the students (max. 5) working in same organization must prepare a report on different topics.
- iv. The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its

setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.

- v. Thereafter, the student should prepare a report and submit one copy to the organization (hard copy or soft copy) and Two Hard copy to the institute. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute. (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.
- vi. In the Third semester, examination student shall submit "Detailed 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.
- vii. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.
- viii. 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 SIP/OJT rteport has been satisfactorily completed and shall submit Two hard bound typed copy of the same to the Head / Director of the institute along with a CD of Project Report. In order to save the paper, both side printing is allowed.
- ix. It is responsibility of concerned Institute to check the authenticity of Project.
- x. Student may use SPSS software if required.
- xi. Project viva voce shall be conducted at the end of Semester III.
- xii. 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.
- xiii. Ten percent (10%) of the projects May be given by institute to the students for summer training as basic research projects.
- xiv. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of 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.
- xv. No students will be permitted to appear for Viva-voce examinations, unless and until (s) he submits the SIP/OJT report before the stipulated time.

10. ADDITIONAL MAJOR SPECIALIZATION

- i. 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 6 papers of additional specialization. He/she has to appear for 6 papers along with SIP/OJT and Research Project of the additional specialization so opted.
- ii. Student shall be given exemption for all other papers except specialization opted.
- iii. The student has to pay only Tuition fees for one year as may be prescribed from time to time for this purpose.
- iv. The student shall not have 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

- i. Each question paper shall be of 60 marks and of 3 hours duration.
- ii. 10.2. 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.
- iii. **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.
- iv. **For papers including case studies** 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.
- v. **For case studies (Specialization Paper)** 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)

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

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 2024-25)	New Paper	New courses (w.e.f.- AY 2024-25)
Semester-I			
101	Management Science	501	Management Science
102	Organizational Behaviour	502	Organizational Behaviour
103	Managerial Economics	503	Managerial Economics
104	Human Resource Management	513	Human Resource Management
105	Business Accounting and Costing	504	Business Accounting and Costing
106	Operations Management	505	Operations Management
107	Communication Skill	512	Communication Skill
Semester - II			
201	Business Ethics & CSR	516B	Business Ethics and Corporate Governance
202	Business Research Methods	507	Business Research Methods
203	Indian Economy and Policy	516A	Industry 4.0
204	Marketing Management	514	Marketing Management
207	Financial Management	515	Financial Management
206	Computer applications in Business	506B	Computer applications in Business
205	Business Analytics	511	Business Analytics
Semester - III			
301	Strategic Management	601	Strategic Management
302	Management Information Systems	613	Management Information Systems
303	Legal Aspects of Business	602	Legal Aspects of Business
304	Specialization-I	604	Specialization-I
305	Specialization-II	605	Specialization-II
306	Specialization-III	606	Specialization-III
307	Specialization-IV	603	International Business Environment
Semester - IV			
401	Design Thinking and Innovation Management	611	Design Thinking and Innovation Management
402	Entrepreneurship and Project Management	506A	Startups Ecosystem
403	Indian Commercial Laws	512	Indian Commercial Laws
404	Specialization-V	615	Specialization-V
405	Specialization-VI	616	Specialization-VI
406	Specialization -VII	617	Specialization -VII
407	Project Report	618	OJT/SIP Report



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: 501: Management Science

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

Required Lectures: 48 hours



Course Description

The course delivers a comprehensive overview of key managerial functions—planning, organizing, controlling, leading, and decision-making—across different organizational levels. It is designed to provide business students with the foundational skills necessary to make effective contributions within their future workplaces. By offering a systematic perspective on organizational operations and management practices, both locally and globally, the course prepares students to navigate and impact diverse business environments successfully.

Course Objectives:

- To develop a comprehensive conceptual framework for understanding management sciences & Global management practices.
- To get extensive knowledge of various management functions.
- To enhance the ability to analyze & solve case studies in Management.

Course Outcomes:

1. Define conceptual framework & trace the evolution of management sciences.
2. Explain the managerial functions of planning, organizing and directing.
3. Discuss coordination, decision-making and controlling within management.
4. Apply Indian management practices to real-world scenarios.
5. Relate and compare global management practices.
6. Solve case studies in management to enhance decision-making skills.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Management and Principles of Management (8)

1.1 Introduction to Management:

- a) Definition of Management, Nature, Scope, Purpose, Functions & Importance
- b) Management an Art or Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions, Managerial Skills & roles (Mintzberg)

1.2 Evolution of Management Thought: Classical approach, scientific approach, Behavioral approach and Quantitative approach

Unit – II Functions of Management - I (8)

2.1 Planning:

- a) Concept, Need, Nature, Process of Planning, Effective Planning-Principles, Types of Plans

2.2 Organizing:

- a) Concept, Organizational Design, Forms of Organizational Structure, Formal and Informal Organization.
- b) Departmentation - Need, Importance & Bases for Departmentation.

2.4 Staffing: Concept of Man Power Planning and Management by Objectives (MBO), Process and Benefits of MBO

2.3 Directing: Meaning, nature and importance of direction – Types of directing – Principles of effective direction.

Unit III - Management Functions - II (8)

3.1 Coordination: Need & Importance, Coordination & Cooperation, Techniques of Effective Coordination.

3.2 Decision Making: Types of Decision, decision-making processes, Effective Decision-Making, Decision-making environment (certainty, risk, uncertainty),

3.3 Controlling: Definition, Need and Importance, Method: Pre-control - Concurrent control - Post control.

Unit IV - Management Practices (06)

4.1 Indian Ethos and Values:

- a) Fundamentals of Indian Ethos
- b) Values of Indian Culture and Society
- c) Indian ethos in Management Practices

4.2 Management Audit: Meaning, Need, Objectives and Advantages

Unit V - Global Management Practices (8)

5.1 Management styles:

- a) Comparison between American, Japanese and Indian styles
- b) TOWS matrix: A modern tool for analysis
- c) Diversity and Multiculturalism: Nature, Dimensions, Effects, how to manage Diversity and Multiculturalism in the organization.

5.2 Operational Best Practices:

- a) Benchmarking: Definition, Need, Levels & prerequisites, Process of Benchmarking
- b) Japanese Manufacturing: Kanban, Kaizen, Poka Yoke, JIT, 5S.

Unit VI - Case study: (10)

6.1 Analyze a Real-World Managerial Situation.

6.2 Steps Involved – 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. Principle of Management: L M Prasad-
5. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson
6. Global Business Management – Adhikari - Macmillan
7. Indian Ethos - Nandagopal Tata McGraw Hill
8. Global Management Solutions: Demystified by Seth- Cengage Learning
9. Principles Of Management – Neeru Vashisth - Taxmann
10. Management - Robbins & Coulter – (Prentice Hall Of India, 8th Edition)
11. Management: A Global And Entrepreneurial Perspective - Weihrich Heinz And Koontz Harold (McGraw Hill 12th Edition 2008)
12. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
13. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House



KBC North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: MBA 502 Organisation 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.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Introduction

(6)

- 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.
- 1.4 Need for studying Organizational Behavior .

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 and Interpersonal Relationships (10)

3.1. The Nature and Types of Groups in Organizations

3.2. Group Development: Stages, Properties and Processes

3.3. Conflict Management: Sources, Types, and Resolution Strategies

3.4. Types of Conflicts: Individual, Interpersonal & Intergroup

3.5. Interpersonal Relations: Transactional Analysis and Johari Window

Unit – IV Motivation**(8)**

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 – V Power & Politics**(8)**

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. Leadership Styles and Their Impact on Organizational Culture

6.5. Political strategies and tactics to acquire power, Managing Political Behavior.

Unit – VI: Integrating Organizational Behavior**(06)**

6.1. Application of OB Concepts in Real-world Scenarios

6.2. Analyzing Case Studies on OB

6.3. Emerging Trends in OB and Future Directions

6.4. Ethical Considerations in OB

6.5. Technology and OB- Social responsibility

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 2024-25



SEMESTER: I
Paper: MBA 503 Managerial Economics

30 + 20 Pattern: External Marks 30 + Internal Marks 20 = Maximum Total Marks: 50
Required Lectures: 24 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.
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, concepts related to managerial economics
- 3) **Identify** the different market structure and **decide** appropriate pricing strategies
- 4) **Frame** policy for production to minimize the cost and maximize the profit

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
Total Marks		50

Unit – I General Foundations of Managerial Economics (4)

- 1.1 Managerial Economics- Meaning, Definition, Nature and Significance of Managerial Economics,
- 1.2 Relationship of Managerial Economics with Decision Making.
- 1.3 Distinction between Micro and Macroeconomics.

Unit – II Demand and Supply Analysis (8)

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

- 2.2 Demand Forecasting: Meaning, Types and Methods of Demand Forecasting, Short term Demand forecasting, Long term Demand Forecasting
- 2.3 Supply: Concept of Supply, Determinants of Supply; Law of Demand – Function, Curves and Shifting of curves; Elasticity of Supply

Unit – III Market Structure and Price & Output Decisions (6)

- 3.1 Concept of Product Pricing & Factors Affecting Pricing Decisions
- 3.2 Pricing Methods: Marginal Cost Pricing, Limit Pricing, Market Skimming Pricing Penetration Pricing, Bundling Pricing, Peak Load Pricing, Internet Pricing Models.
- 3.3 Market Structure and Competition: Price and output determination under perfect competition, Monopoly, Monopolistic competition, Oligopoly and Duopoly

Unit – IV Production Function, Cost and Revenue Analysis (6)

- 4.1 The Law of Diminishing Marginal Returns
- 4.2 Cost 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
- 4.3 Revenue 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



KBC North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: 504 : 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.

Course Objectives:

- 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)**

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Accounting Process (08)

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

Unit – II Final Accounts: (08)

- 2.1 Meaning of Financial Statements
- 2.2 Importance and Objectives of Financial Statements
- 2.3 Proprietor's Final Accounts with Adjustments

2.4 Conceptual Understanding of Financial Statements of Corporate Entities: Share Capital, Reserves and Surplus, Long Term Borrowings, Current Assets, Current Liabilities, Cash & Cash Equivalents

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 Basic Concepts of Cost Accounting

4.2 Objectives, Importance and Advantages of Cost Accounting

4.3 Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification of Costs

4.4 Preparation of Cost Sheet

Unit – V Materials Management (08)

5.1 Documentation of Purchase and storekeeping

5.2 Recording of Material LIFO, 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 2024-25

SEMESTER: I

Paper: MBA 505: Operation 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:

- Define operations management, describe concepts, product design, major processes (**Understand**)
- Explain capacity planning, production planning and control (**Understand**)
- Justify factors affecting location selection and articulate facility layout (**Evaluate**)
- Explain materials and inventory management (**Analyze**)
- Write about Supply chain management and Quality management (**Apply**)
- Develop Concept related to Principles of Work study and work measurement (**Develop**)

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Introduction to Operations Management

(08)

- 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

(08)

- 2.1. Capacity planning- time horizons, types, measures, and determinants of capacity, forecasting Long-term future capacity demand.
- 2.2. Identifying and analyzing 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

(08)

- 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 (08)

- 4.1. Materials management- objectives, significance, benefits of material planning,
- 4.2. Factors influencing material planning, materials budgeting, and 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 (08)

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

Unit – VI Work Study and Work Measurement (08)

- 6.1 Work Study: meaning and Advantages
- 6.2 Method Study: objective, scope, steps involved in methods study
- 6.3 Motion Study:
 - 6.3.1 Principles,
 - 6.3.2 Recording techniques of motion study
- 6.4 Work Measurement: meaning and techniques
- 6.5 Time Study:
 - 6.5.1 Steps in making time study
 - 6.5.2 Computation of standard time

REFERENCE BOOKS:

1. Production and Operations Management 2e –K. Ashwathappa and K. Shridhar Bhat- Himalaya Publishing. ISBN 978-9350971888
2. Production and Operations Management 3e –Kanishka Bedi–Oxford University Press. ISBN978-0198072096
3. Production and Operations Management 6th Edition –S.N. Chary–Tata Mc-Graw Hill, ISBN-13 978-9353164812
4. Production and Operations Management - N.G. Nair–Tata Mc-Graw Hill
5. Production and Operations Management, 9th Edition –S. A. Chunawalla and D. R. Patel - Himalaya Publishing ISBN-13 978-8178664316
6. Operation Management for competitive Advantages, published by Tata Mcgraw Hill, by Richard B. Chase, F. Robert Jacobs and Nitin K. Agrawal.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: MBA 506A: Startup Ecosystem

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

Required Lectures: 48 hours



Course Objectives:

- To understand the concept and knowledge of Startups and Entrepreneurship
- To enable students to identifying business opportunities and developing business plans.
- To prepare the mindset and discipline of systemic inspiration driven by a desire to identify new sources of ideas, and innovation to establish their own startups.

Course Outcomes:

- 1) Identify key concepts of startups and historical perspectives of startups (**Remember**)
- 2) Explain the factors responsible for the growth of startups in India (**Understand**)
- 3) Apply knowledge and skill to create opportunities in establishing startups. (**Apply**)
- 4) Analyze the challenges faced by startups (**Analyze**)
- 5) Evaluate the startup policy of Government and its implications (**Evaluate**)
- 6) Design a business plan for setting up startup. (**Create**)

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit I: Introduction to Start-ups

- 1.1 Why start-ups, what are start-ups
- 1.2 Definitions of Startups
- 1.3 Historical Perspective of Start-ups
- 1.4 Features of Start-up
- 1.5 Factors Responsible for Success of Start-ups
- 1.6 Factors Responsible for The Failures of Start-ups

Case study: India's New Age Start-Ups

Unit II: Scenario of Start-ups in India

- 2.1 Phases of Startups in India:

- 2.2 Phases of Human Enterprise
- 2.3 Key Trends driving Start-ups in India
- 2.4 Indian States with Start-up Policies
- 2.5 Start-up India Boots from Non-metros
- 2.6 Angel Hubs

Case study-on Indian Unicorns

Unit III: Generating Idea & Preparing Business Plan

- 3.1 Where Do Ideas Come From?
- 3.2 Tips for getting maximum benefit out of your ideas
- 3.3 Elements of a promising business idea
- 3.4 How to validate your ideas
- 3.5 How to Make a Great Business Plan
- 3.6 Characteristics of a successful business plan
- 3.7 Content of Business Plan

Case study – Business plan of any company

Unit IV: Financing Resource of start-ups in India

- 4.1 Types of Funding Sources for Start-ups-Seed Funding, Angel Funding
- 4.2 Venture Capital (VC) for startups-Features of Venture Capital, Stages in Venture Financing, Problems of Indian Venture Capital.
- 4.3 Crowd Funding-Types of Crowd-Funding, Risks of Crowd funding, Crowdfunding in India
- 4.4 Bootstrapping-Why Bootstrap a Startup? The Limitations of Bootstrapping

Case study on Crowd funding or Bootstrapping can be discuss

Unit V: Startups: Incubators & Accelerators

- 5.1 Concept of The Start-up Incubators and Accelerator
- 5.2 Difference between Accelerator and Incubator
- 5.3 Characteristics of incubators and accelerators
- 5.4 Types of Incubators in India
- 5.5 Initiatives undertaken by IIM'S, IIT'S & other premier educational institutes to promote Incubators and Accelerators.
- 5.6 Startup India Action Plan for Industry Academia Partnership and Incubation

Case study: IIT Chennai Incubation Centre

Unit VI: Startups and Innovation

- 6.1 Definitions of Innovation
- 6.2 The Elements of Innovation
- 6.3 Forms of Innovation, Types of Innovation, Disruptive Innovation
- 6.4 Stages of Innovation
- 6.5 Innovation and Startups
- 6.6 India –A land of Frugal innovation
- 6.7 Innovation Initiatives of few Ministries/Departments

Case study on Innovation can be discuss in class

REFERENCE BOOKS & Articles

1. **Chaudhari, R. (2016)** *Quest for exceptional leadership: Mirage to reality*. Sage Publication.
2. Confederation of Indian Industry (CII) & Deloitte (2016) *Report on E-commerce in India-A game changer for the economy*. Retrieved from <https://www2.deloitte.com/content/dam/deloitte/in/documents/technology-media-telecommunications/in-tmt-e-commerce-inindia-noexp.pdf>
3. Friday O. Okpara (2007) The Value of Creativity and Innovation in Entrepreneurship. journal of Asia Entrepreneurship and sustainability.
4. Giudici G, Guerini M and Lamastra C R, Why Crowdfunding Projects can succeed: The role of Proponents' Individual Territorial Social Capital, SSRN Electronic Journal, April 2013.
5. Gopalakrishnan, R. A Biography of Innovations: From Birth to Maturity. Penguin Random House India Private Limited. Kindle Edition.
6. Gupta, Shishir. Startup Easy - Part 1: The Essentials: A Step by Step Guide for Entrepreneurs
7. Report of the Expert committee on Innovation and Entrepreneurship, August 2015, NITI Aayog, New Delhi.
8. Sardar, R.J & Waghmare, G (2021) Startup Ecosystem in India: Text and Cases, Himalaya Publishing House, ISBN: 978-93-5433-574-7
9. Sachitanand R, Crowdfunding platforms for start-ups: Little awareness & legal hurdles may slow down promising start, ET Bureau; 2014 Apr 20. Available from: http://articles.economictimes.indiatimes.com/2014-04-20/news/49266205_1_aditi-gupta-rs-5-lakh-platforms
10. Sharma, P., (2017): Kranti Nation- India and the Fourth Industrial Revolution Pan Macmillan. Kindle Edition. ISBN 978-1-5098-8891-7.
11. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd.
12. Zafar, A.(2014) Startup Capitals, Random house publishers India Pvt limited,



KBC North Maharashtra University, Jalgaon
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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: M.B.A. w.e.f. AY 2024-25
Paper: 506B Computer Applications in Business



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

Required Lectures: 24 hours

Course Description:-

The course is designed to give a broad overview of essential personal computing skills tailored for students in business and other non-computer science fields. This might cover topics such as: **Basic Computer Operation**, Data Management, internet and Communication Tools, Security and Privacy etc.

Course Objectives:

- 1) To develop a solid conceptual framework for understanding information technology fundamentals.
- 2) To apply calculations to business data and generate a variety of charts for data visualization.
- 3) To Understand the Information security and risk management are crucial for protecting sensitive data.
- 4) To Create professional business documents with well-organized content that effectively communicates and supports business objectives.

Course Outcome:-

- 1) To troubleshoot standalone desktop or desktop connected to a network.
- 2) To recognize when additional information is needed to solve problems.
- 3) To Understand the Types of risk and types of controls available to counter them.
- 4) To summarize the impact of information and Digital Business on society.
- 5) To compile professional documents using the word, excel, PowerPoint.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit - I Introduction to Computers

- 1.1. Basics of computer: Definition of computer, characteristics of computer, Computer Generations, Classification of Computers, Block Diagram of Computer
- 1.2. Computer Hardware: Introduction, Input devices, Output Devices, Storage devices, CPU structure
- 1.3. Computer Software: Introduction, Software Installing and Uninstalling, Booting
- 1.4. Computer Networks: Overview of Computer Network, Types of computer networks, Network topologies, networking devices
- 1.5 Security Protocols, Identification and Authentication ,Network Security ,E-mail Security

Unit - II Digital Business

- 2.1 Electronic Commerce: The Digital Revolution and Society, The Digital Enterprise, Virtual Communities, Online Communities, Emerging E-Commerce Platforms, Electronic Markets and Networks, E-Commerce Business Models, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens, and society
- 2.2. Mobile Commerce: Introduction, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising.
- 2.3. Social Commerce: Introduction, Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking, Social Media Marketing
- 2.4. Internet of Things: Concept of IoT, Smart Homes and Appliances, Wearable Computing and Smart Gadgets.

2.5. Digital Business Applications: Electronic Retailing, E-Banking, Digital Government, E-Employment, E-Health

2.6 , Information Technology Act, Tools of Digital Business

Unit - III MS Word

3.1. Word Processing: Introduction to word processing, word processing concepts, use of templates

3.2 Working with word documents: Editing text, Find and Replace Text, Formatting, Spell Check, Autocorrect, Auto text, Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and Footer

3.3 Tables: Inserting, Filling and Formatting a table, Inserting Pictures and Video

3.4 Mail Merging: Mail Merging including linking with Database

3.5 Saving and Printing Documents: Save options, Print Preview, Page setup

3.6 Creating Business Documents using the above facilities

Unit - IV MS Excel

4.1 Spreadsheet concepts: Managing worksheets, Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs.

4.2 Generally used Spreadsheet functions: Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Database, and Text functions, Vlookup, Pivot Table

4.3 Meaning and Advantages of macros

4.4. Controlling and protecting spreadsheets

Unit - V MS Power Point

5.1 M.S. PowerPoint: Opening, viewing, creating, and printing slides

5.2 Basics of presentations: Inserting Tables, Images, texts, Symbols, Charts, Media, Design, Transition, Applying Animations, Slideshow

5.3 Advanced Features: Advanced Slide Master Features, Working with Notes and Handouts

Unit - VI Recent Trends in Computer Applications

6.1 Integrated enterprise system (ERP, CRM, and SCM)

6.2 Email and video conferencing tools for business communication.

6.3 Analytical tools of data interpretation

6.4 SAP Introduction- . Meaning of SAP, Models Evolution of SAP, Advantages and disadvantages of SAP

6.5 Artificial Intelligence

6.6 AR/VR

6.7 Block Chain

6.8 Cloud Computing.

List Of Practical

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

- 1) Demonstration of software installation.
- 2) Create Professional resume.
- 3) Prepare an invitation letter using mail merge.
- 4) Prepare Balancesheet in M.S. Excel to calculate Net Profit / Loss using formula.
- 5) Demonstrate Company's Financial growth using Graphs in excel.
- 6) Demonstrate Vlookup & Hlookup in excel.
- 7) Create a professional presentation on the business plan.
- 8) Creating and managing E-Mail account.
- 9) Creating and managing personal Blog.
- 10) Demonstration on AI tools.

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
9. Fundamental of computer by Rajaraman , Prentice Hall of India,New Dehli.
- 10.Business data communication by Shelly,Thomson Learning,Bombay.



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FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: M.B.A. w.e.f. AY 2024-25
SEMESTER: I
Paper: 507: Research Methodology



60 + 40 Pattern: External Marks 60 + Internal Marks 40 = Maximum Total Marks: 100
Required Lectures: 48 hours

Course Description

This course addresses the issues inherent in selecting a research problem and discusses the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing research proposals.

Course Objectives:

- To develop a comprehensive understanding of the research process
- To train students in the application of research designs and data analysis techniques.
- To enhance students' ability to interpret and present research findings.

Course Outcomes:

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	Understand the fundamental concepts of research	2
2	Apply appropriate research designs and sampling methods	3
3	Analyze and interpret research data using statistical tools	4
4	Evaluate different measurement and scaling techniques	5
5	Create well-structured research reports and proposals	6
6	Synthesize research approaches with technological tools	6

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit 1: Introduction to Research

- 1.1. Meaning and Objectives of Research
- 1.2. Types of Research: Descriptive Research, Analytical Research, Applied Research, Fundamental Research, Qualitative Research, Quantitative Research, Conceptual and Empirical Research
- 1.3. Research process in detail
- 1.4. Define research problem and Technique involved in defining a problem
- 1.5. Literature Survey
- 1.6. Formulation of hypothesis

Unit 2: Research Design & Sample Design

- 2.1. Meaning & Need of Research Design, Different Research Designs
- 2.2. Meaning of Sample design and Fundamental definitions of Sampling
- 2.3. Steps in Sample Design
- 2.4. Probability & Non-Probability Sampling

Unit 3: Measurement and Scaling

- 3.1. Measurement in Research,
- 3.2. Classification of measurement scales-Nominal, Ordinal, Interval or Ratio
- 3.3. Meaning of Scaling, Scaling Techniques-Rating & Ranking
- 3.4. Basic Concept Concerning Testing of Hypotheses
- 3.5. Procedure for Hypotheses Testing

Unit 3: Data Collection Methods

- 4.1. Primary Vs secondary data
- 4.2. Guidelines for constructing Questionnaire
- 4.3. Important aspects of a Questionnaire
- 4.4. Difference Between Survey and Experiment

Unit 5: Data Analysis and Tools

- 5.1. Measures of Central Tendency, Correlation and Regression and Chi-square test
- 5.2. Analysis of Variance and Covariance
- 5.3. Multiple Correlation and regression, Factor analysis and Cluster analysis
- 5.4. Application of statistical software for data analysis (SPSS, R, Python) and their key features.

Unit 6: Research Report Writing

- 6.1. Meaning of Interpretation, Precautions in Interpretation
- 6.2. Research report – Types of research reports,
- 6.3. Layout and Mechanics of writing a research report
- 6.4. Guidelines for writing a Summer Internship Project and Field Project/OJT

REFERENCE BOOKS:

- 1) Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, Tata McGraw-Hill Publishing Company Limited
- 2) Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan.
- 3) Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning.
- 4) Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
- 5) An Introduction to Management for Business Analysis, Spiegel, M.R., McGraw Hill
- 6) Research Methodology in Management, Michael, V.P., Himalaya Publishing House.
- 7) Business Research Methods- Alan Broman, Emma Bell 3e, Oxford university

SEM-II



KBC North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: II

Paper: MBA 511: 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. Develop formulation skills in LPP and transportation models and finding solutions
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. **Interpret** the Linear programming problem and Transportation models' solutions and infer solutions to the real-world problems.
4. **Understand** basics of Business Analytics
5. **Show** functional application of analytics
6. **Utilize** appropriate Business Analytics Software

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Descriptive Statistics

(8)

- 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**(8)**

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**(8)**

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 Linear Programming & Transportation Problems**(8)**

4.1 Linear Programming Problem:

4.1.1 Stages of LPP, Problem Formulation of LPP

4.1.2 Requirements of LPP, Graphical Method to Solve LPP

4.2 Transportation Problems:

4.2.1 Formulation of Transportation Problem

4.2.2 Methods of Finding Initial Solution.

a) North-West corner rule

b) Least Cost Method

c) Vogel's Approximation Method

Unit – V Business Analytics Basics**(8)**

5.1 Definition of analytics, Evolution of analytics, Need of Analytics,

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

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

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

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

Unit – VI Overview of Business analytics applications in**(8)**

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.

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

REFERENCE BOOKS:

- f) Business Statistics 2nd Edition by S.C. Gupta & Indira Gupta –Himalaya Publishing House, ISBN-13 978-9350974070
- g) Statistical & Quantitative Methods 15th Edition by Ranjeet Chitale – Nirali Prakashan, ISBN 13, 9788190693585
- h) Operations Research 3rd Edition by Sharma J K - (Pearson), ISBN-1403931518, 9781403931511
- i) Business Statistics 2nd edition by Vohra – McGraw Hill **978-1259004872**
- j) Business Statistics by Thukral – Taxmann – ISBN 8171946054, 9788171946051
- k) Statistical Methods 46th Edition by S.P.Gupta – Sultan Chand & Sons ISBN: 9789351611769
- l) Business Statistics 3rd Edition by Beri- Tata McgrawHill
- m) Business Intelligence and Analytics - Edited by Drew Bentley ISBN: 978-1-9789-2136-8
- n) Business Analytics_ Data Analysis & Decision Making- S. Christian Albright Wayne L. Winston – Cengage



KBC North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)
FACULTY OF COMMERCE & MANAGEMENT
New Syllabus: M.B.A. w.e.f. AY 2024-25



SEMESTER: I

Paper :MBA 512: Business Communication

30 + 20 Pattern: External Marks 30 +Internal Marks 20 = Maximum Total Marks: 50

Required Lectures: 24 hours

Course Description:

This course provides a comprehensive exploration of the principles and practices of effective business communication, both in written and oral forms. Students will gain proficiency in crafting professional business documents, delivering impactful presentations, and navigating the complexities of communication in diverse, cross-cultural, and digital environments. the course also covers the role of communication in crisis management, ensuring students are well-prepared to handle communication challenges in a corporate setting. This course aims to equip students with the essential communication skills required for success in the modern business world.

Course Objectives:

- To develop an understanding of the fundamentals of business communication
- To enhance students' written communication skills
- To build competency in oral communication and presentation skills
- To explore contemporary issues in business communication, such as cross-cultural communication, communication in the digital age, and crisis communication.

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

CO1	Develop a deep understanding of the principles and practices of effective business communication..
CO2	Enhance proficiency in written communication including reports, letters, and emails.
CO3	Build strong oral communication and presentation skills necessary for a corporate environment.
CO4	Equip students with the skills to manage communication in diverse and digital contexts.

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
Total Marks		50

Unit 1: Fundamentals of Business Communication

(6)

1.1 Introduction to Business Communication:

Definition, importance, and components.

The process and types of communication: verbal and non-verbal.

Barriers to effective communication and overcoming them.

1.2 Communication Levels:

Analysing Interpersonal, Intrapersonal, Group, Public, and Mass communication.

The role of technology in modern communication

Unit 2: Written Communication in Business (6)

2.1 Business Correspondence:

Principles and formats of business letters.

Writing effective emails and memos.

2.2 Essentials of report writing: structure, style, and formats.

Business Proposals and Presentations:

Crafting persuasive business proposals.

Designing and delivering business presentations.

2.3 Resume / CV Writing: Resume formats and C V writing,

2.4 Letter writing: Trade enquiry, Customer's complaint, Non-receipt of payments, Letter of Acceptance, Resignation Letter and Promotion Letter

Unit 3: Oral Communication and Presentation Skills (6)

3.1 Oral Communication:

Fundamentals of effective speaking and listening.

Group discussions and meetings: planning, execution, and follow-up.

3.2 Presentation Skills:

Planning and structuring presentations.

Use of visual aids and technology in presentations.

3.3 Interpersonal Skills:

Building rapport, negotiation, and conflict resolution

3.4 Interviews: Preparing for and conducting interviews, including mock interview sessions.

Unit 4: Contemporary Issues in Business Communication (6)

4.1 Cross-Cultural Communication:

Understanding cultural differences in communication.

Strategies for effective cross-cultural communication.

4.2 Communication in the Digital Age:

Impact of social media on business communication.

Ethical considerations in business communication.

4.3 Crisis Communication:

Strategies for managing communication during crises.

Class room discussion on case studies on successful and failed crisis communication.

Reference books:

1. Lesikar R/ Flatley M. (9th ed). Basic Business Communication: Skills For Empowering The Internet Generation. TMH.
2. Bedi R/ Aruna K. (1st ed). Business Communication. Vrinda.
3. Kaul Asha. Business Communication. PHI.
4. Rai U./ Rai S. M (10th). Business Communication. Himalaya.
5. Sinha K. K. Business Communication. Galgotia.
6. Sharma R. C/ Mohan K. (3rd ed). Business Correspondence & Report Writing. TMH.
7. Raman Meenakshi. Business Communication.

Note: Students are encouraged to refer to various online resources including video content for overall improvement in communicative English



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: 513 Human Resource Management

60 + 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:

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

Course Outcomes:

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.

Course Assessment & Evaluation Criteria-

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

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.

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 and Objectives of Performance appraisal.

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 and Education.

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

5.4. Evaluation and Assessment of Training Programs.

Unit – VI Advanced HRM Practices

(08)

6.1. Concept of VUCA, Human Resource Information System, Moonlighting by employees, HR Analytics and Digital Transformation.

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

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

6.4. Sustainable HRM: Green HRM, Corporate Social Responsibility (CSR) in HR, and Ethical 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
9. HR From the Outside In: Six Competencies for the Future of Human Resources – Boudreau & Cascio - McGraw-Hill Education- ISBN: 978-0071790351



KBC North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: 514: Marketing Management



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

Required Lectures: 48 hours

Course Description

Marketing is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. It starts with identifying and measuring consumers' needs and wants, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategy and implementation. This course will infuse the idea that creates customer value and market place exchanges that benefit the organization and its stakeholders.

Course Objectives:

1. To familiarize with the basic concepts, and techniques of marketing management
2. To understand various marketing tools/models for solving marketing problems.
3. To understand effective marketing strategies to achieve organizational objectives.

Course Outcomes:

The successful completion of this course enables the students

CLO No.	CLO	Cognitive level
1	To understand the basic concept of marketing.	2
2	Apply key marketing theories, frameworks and tools to solve Marketing problems.	3
3	Evaluate marketing problems and solving those problems for marketing effectiveness.	5

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit 1 – Introduction to Marketing (08)

- 1.1 Definitions and Basic Concept: Market, Marketing, Selling, Buying need, Wants and Demand, Products, Value, Cost and Satisfaction
- 1.2 Scope of Marketing. Process of Marketing Management, Difference between Selling and Marketing.
- 1.3 Marketing Environment- Macro-environment and Micro-environment
- 1.4 Marketing Management Philosophies:- Production Concept, Product Concept, Selling Concept, Marketing Concept, Social Marketing Concept, Holistic Concept
1. 6 Marketing Mix- Product, Price, Promotion and Place

Unit 2 – Market Segmentation & Consumer Behaviour (08)

- 2.1 Identification of market
- 2.2 Market Segmentation, Process of Market Segmentation

- 2.3 Bases for Segmenting Consumer Market and Industrial Market
- 2.4 Consumer behavior: Determinants of consumer behavior
- 2.5 Factors influence consumer behavior.
- 2.6 Consume Decision Making Process

Unit 3 - Designing and Managing Products (08)

- 4.1 Concept of Product, Levels of Product
- 4.2 Concept of Product Life Cycle
- 4.3 Product Differentiation and its Basis
- 4.4 Product Line Analysis, Product Mix Analysis
- 4.5 New Product Development

Unit 4 - Pricing, Promotion, and Distribution Decisions (08)

- 5.1 Factors affecting price determination.
- 5.2 Pricing policies and Strategies.
- 5.3 Promotion methods: Advertising, Personal selling, Public Relations, Direct Marketing and Sales Promotion
- 5.4 Types of Distribution Channel
- 5.5 Monitoring and Managing Distribution Channels

Unit 5 - Marketing 4.0 in the Digital Economy (08)

- 3.1 Introduction
- 3.2 Marketing 4.0
- 3.3 Digital Marketing
- 3.4 Origin of Digital Marketing
- 3.5 Moving from Traditional to Digital Marketing
- 3.6 Integrating Traditional and Digital Marketing

Unit 6 - Neo-Marketing Trends (05)

- 6.1 Web-based Marketing
- 6.2 Social Media Marketing
- 6.3 Sustainable Marketing
- 6.4 Service Marketing
- 6.5 Green Marketing

REFERENCE BOOKS:

Text Book:

Principles of Marketing: A South Asian Perspective, 13e – Kotler - Pearson

Reference Books:

- iv. Marketing –Asian Edition by inha, Bines, Fill & Page – Oxford University Press
- v. Marketing Management – Rajan Saxena – Tata McGraw Hill
- vi. Marketing Management – Iacobucci, Kapoor - Cengage
- vii. Marketing Management: South Asian Perspective, 14e - Kotler/ Koshy – Pearson
- viii. Marketing : A South Asian Perspective – Lamb, Hair, Sharma - Cengage
- ix. Marketing Management – Ramaswamy, Namakumari 4th edition - Macmillan
- x. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
- xi. Marketing Management – Stanton – McGraw Hill
- xii. Marketing Management by Kotler, Keller & Koshi- Pearson/ Prentice Hall
- xiii. Marketing –Varma & Duggal – Oxford University Press
- xiv. Basics of Marketing Management – R.B. Rudani- S. Chand & Company Ltd



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: 515 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.

Course Objectives:

- 1) The study fundamental concepts of Financial Management.
- 2) To gain basic knowledge about Finance for planning & control.
- 3) 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)**

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Financial Management (08)

- 1.1. Meaning, Nature, Scope and Objectives
- 1.2. Sources of finance
- 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 Factors Determining Working Capital Requirement
- 6.3 Disadvantages of insufficient Working Capital
- 6.4 Estimation of Working Capital Requirement
- 6.5 Financing of Working Capital, Maximum Permissible Bank finance

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



KBC North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

Paper: 516 A: Industry 4.0

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

Total Marks: 100 Required

Lectures: 48 hours



Course Description:

This course provides an in-depth understanding of Industry 4.0, tracing its evolution from previous industrial revolutions. It examines the impact of digital transformation on business models, the role of data analytics, and the importance of cyber security. The course also explores emerging technologies and strategic management practices essential for successful Industry 4.0 adoption and implementation.

Course Objectives:

1. To understand the evolution of Industry 4.0, including its historical context.
2. To analyze the impact of digital transformation on business models, focusing on platform-based models.
3. To evaluate the role of data analytics, cyber security, and ethical considerations in Industry 4.0.
4. To explore and develop strategies for adopting and leveraging emerging technologies within various sectors.

Course Outcomes:

1. **Identify** and **explain** the key technologies and drivers of Industry 4.0.
2. **Assess** shifts in business models due to digital transformation
3. **Utilize** data analytics techniques to support decision-making processes in Industry 4.0.
4. **Evaluate** cyber security measures and ethical considerations in Industry 4.0 implementations.
5. **Develop** strategies to leverage emerging technologies for competitive advantage.
6. **Design and Implement** strategic plans for Industry 4.0 adoption

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit 1: Introduction to Industry 4.0

(8)

- a. Definition and Evolution of Industry 4.0
- b. Historical context: Industry 1.0 to Industry 4.0
- c. Key Drivers and Technologies of Industry 4.0- Internet of Things (IoT), Cyber-Physical Systems, Big Data and Analytics, Artificial Intelligence and Machine Learning and Cloud Computing
- d. Overview of Society 5.0.

Unit 2: Digital Transformation and Business Models

(8)

- a. Concept of Digital Transformation
- b. Shifts in Business Models: From Traditional to Platform-Based Models
- c. New Business Models in Industry 4.0- Platform-Based, Subscription-Based, Product-as-a-Service(PaaS)

- d. Challenges and Best Practices in Digital Transformation
- e. Case Studies on Digital Transformation and Business Models

Unit 3: Data Analytics and Decision Making (8)

- o Role and Importance of Data Analytics in Industry 4.0
- o Types of Data Analytics
- o Data Visualization Tools and Techniques
- o Case Studies on Data-Driven Decision Making

Unit 4: Cybersecurity and Ethical Issues (8)

- a. Importance of Cybersecurity in Industry 4.0
- b. Common Cybersecurity Threats and Risks
- c. Ethical Considerations and Data Privacy
- d. Regulatory Frameworks and Compliance
- e. Case Studies on Cybersecurity and Ethical Issues

Unit 5: Innovations and Technologies (8)

- a. Overview of Emerging Technologies- Blockchain, Augmented Reality (AR) and Virtual Reality(VR), Robotics and Automation
- b. Role of Innovation in Maintaining Competitive Edge
- c. Case Studies of Innovative Technologies in Practice

Unit 6: Implementation and Future of Industry 4.0 (8)

- 6.1 Strategic Planning for Industry 4.0 Adoption
- 6.2 Critical Success Factors, Obstacles and Risk Management
- 6.3 Implementation Strategies and Change Management
- 6.4 Case studies and applications in various sectors viz., Healthcare, Agriculture, Manufacturing, Banking, Logistics, and Supply Chain Management

REFERENCE BOOKS:

1. Industry 4.0: The Industrial Internet of Things by Alasdair Gilchrist, Apress Publication, 2016, ISBN 978-1484220467.
2. The Fourth Industrial Revolution by Klaus Schwab, Crown Business Publication, 2017, 978-1524758868
3. Digital Transformation: Survive and Thrive in an Era of Mass Extinction by Thomas Siebel, RosettaBooks, 2019, 978-1948122481
4. Data Science for Business: What You Need to Know about Data Mining and Data-AnalyticThinking by Foster Provost and Tom Fawcett, O'Reilly Media, 2013, 978-1449361327
5. Cybersecurity and Cyberwar: What Everyone Needs to Know by P.W. Singer and Allan Friedman, Oxford University Press, 2014, 978-0199918096
6. Leading Digital: Turning Technology into Business Transformation by George Westerman, Didier Bonnet, and Andrew McAfee, Harvard Business Review Press, 2014, 978-1625272478



KBC North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

MBA 516B: Business Ethics and Corporate Governance

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

Required Lectures: 48 hours



Course Description:

This course is designed to develop in the students an understanding of the concept of Business Ethics and its application in business decision making with emphasize on CSR and sustainable business practices in the age of Globalization. It also aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

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. **Acquire** conceptual understanding of Business Ethics
2. **Understand** ethical issues in functional areas of management
3. **Analyze** and apply CSR Principles & Strategies
4. **Plan and execute** CSR activities in organization
5. **Understand** professional ethics for business
6. **Acquire** conceptual understanding of Corporate Governance

Course Assessment & Evaluation Criteria

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	12.5%	5
Presentation (assign topics & posters), Classroom writing Skill, Quizzes & Allied Assignment	12.5%	5
Internal Test	75%	30
External Exam	60%	60
Total Marks		100

Unit – I Social Issues (6)

- 1.1 Concept, Characteristic, Nature and Causes of Social Problems
- 1.2 Social problems in Indian context
- 1.3 Social Issues in corporate environment: Casteism, Corruption, Black money, Sexual Harassment at workplace & their impact on Society
- 1.4 Why social issues are business issues?

Unit – II Business Ethics (6)

- 2.1 Definition, Objective and Nature of Business Ethics
- 2.2 Importance of Business Ethics, Factors influencing Business Ethics
- 2.3 Ethical Theories: Utilitarianism, Virtue, social contract theory
- 2.4 Ethical Dilemma, Types of ethical dilemmas.

2.5 Culture: Cultural differences, Hofstede Dimensions of Cultural Differences, cultural discrimination

Unit – III Ethical Decision Making (8)

- 3.1 Values, Morals, Norms, Beliefs
- 3.2 Characteristics of moral standards, Kohlberg's model of cognitive moral development
- 3.3 Applied Ethics, Code of Ethics, Code of Conduct and Code of Practice
- 3.4 Ethical Decision Making Process, Ethical consistency, Ethical decision making models
- 3.5 Individual Factors, and Organizational Factors Contributing to Unethical Behavior

Unit – IV Professional Ethics (8)

- 4.1 Elements for developing ethical corporate behavior, Importance Professional ethics
- 4.2 Ethics in Marketing, Ethics in HRM, Ethics in Finance & Accounting, Ethics in Information Technology
- 4.3 Business Ethics in Global Economy, and international business management
- 4.4 Relationship between Business Ethics & Business Development, Role of Business Ethics in Building a Civilized Society.

Unit – V Ethics and Corporate Social Responsibility (10)

- 5.1 Concept, Key aspects, Scope & Importance of Corporate Social Responsibility
- 5.2 Business ethics and CSR, Types of CSR, CSR Principles & Strategies
- 5.3 Criterion for determining the Social Responsibility of Business,
- 5.4 Corporate social responsiveness, Corporate Social performance. CSR as organizational Brand building effort.
- 5.5 CSR Activity planning & Execution, CSR law under companies' act 2013, CSR Ratings

Unit- VI Corporate Governance (10)

- 6.1 Definition, Characteristics, Structure & Need and purpose of Corporate Governance
- 6.2 Principles of Corporate Governance, Role players in corporate governance
- 6.3 Issues, Benefits and Limitations in Corporate Governance
- 6.4 Corporate Governance Models: Anglo-American, European, and Asian Models
- 6.5 Corporate Governance Practices in India

Reference Books:

1. Business Ethics and Corporate Governance- C.S.V. Murthy
2. Business Ethics- Manisha Paliwal, New Age International Publishers
3. Business Ethics: K Aswathappa, J Usha Rani, SunandaGundaVajhala; Himalayala Publishing house; First edition 2017.
5. Business Ethics and Corporate Governance: Dr. S. S. Khanka; S Chand and Company PvtLtd; First edition 2014.
6. Corporate Social Responsibility – MadhumitaChattergi – Oxford University Press
7. Ethics in Business & corporate governance: Mandal – Tata McGraw Hill
8. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education
9. Corporate Governance, Values & Ethics – Vasisth, Rajput - Taxmann
10. Business Ethics – Albuquerque - Oxford University Press
11. Business Ethics: An Indian Perspective – Francis Mishra - TMH
12. Business Ethics Manisha Paliwal, New age International
13. Corporate Governance and Business Ethics – Mathur – Macmillan
14. Business Ethics – Hartman, Chatterjee – McGraw Hill



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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2024-25

SEMESTER: I

MBA 516 C SWAYAM / MOOC Courses

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

Required Lectures: 48 hours



SWAYAM OR NPTEL OR MOOC Courses :

Students can complete Online course of total 4 credits through online platform of SWAYAM/NPTEL/MOOCs or equivalent for sector skill as per stated in the AICTE regulation (2016) or equivalent.

Any course with credits as per available list and schedule can be opted by student in the form of SWAYAM/NPTEL/MOOCs or equivalent, provided the student secures the certificate after completion of examination through same course link .courses from other course providers , from other platforms shall not be considered valid unless recommended by BOS .

The students should submit a valid course completion certificate with credit before external exams and by the end of II semester, which will be added to the second semester marks statement

If 4 credit courses are not available then student may opt for 2 credit two courses.

At least 80% contents of the NPTEL/SWAYAM/MOOC or equivalent as per NSQR framework ,skill council of India course should match with syllabus contents of the subject prescribed by the university.

Source:

Swayam link: https://swayam.gov.in/nc_details/NPTEL