



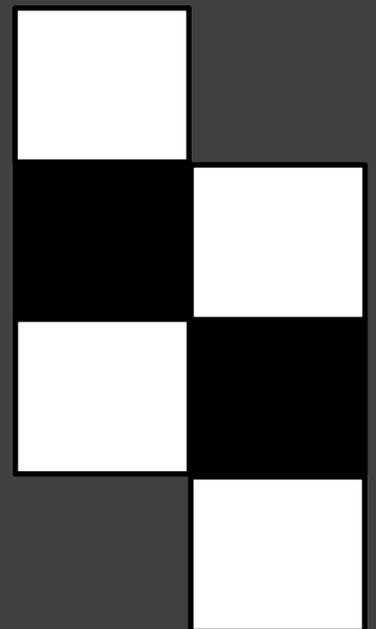
**MBA**

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

**FACULTY OF COMMERCE &  
MANAGEMENT**

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

**w.e.f AY 2022-23**



# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

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

(FACULTY OF COMMERCE & MANAGEMENT)

w.e.f. AY 2021-22

## SUMMARY OF DISTRIBUTION OF CREDIT

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

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

**Total Credits = 120**

# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

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

(FACULTY OF COMMERCE & MANAGEMENT)

w.e.f. AY 2021-22

### COURSE STRUCTURE

w.e.f. AY 2021-22

Semester-I and II					
Paper		Semester-I	Paper		Semester-II
101	Core	Management Science	201	Core	Business Ethics & CSR
102	Core	Organizational Behaviour	202	Core	Business Research Methods
103	Core	Managerial Economics	203	Core	Indian Economy and Policy
104	Skill Based	Human Resource Management	204	Skill Based	Marketing Management
105	Skill Based	Business Accounting and Costing	205	Skill Based	Financial Management
106	Core	Operations Management	206	Core	Computer applications in Business
107	Skill Based	Communication Skill	207	Core	Business Analytics
AC101	Audit	Practicing Cleanliness	AC 201/2/3/4	Audit	AC-201: Soft Skills, AC-202: Sports Activities AC-203: Yoga, AC-204: Music

Semester-III and IV					
Paper		Semester-III	Paper		Semester-IV
301	Core	Strategic Management	401	Core	Design Thinking and Innovation Management
302	Core	Management Information Systems	402	Core	Entrepreneurship and Project Management
303	Core	Legal Aspects of Business	403	Core	Indian Commercial Laws
304	Elective	Specialization-I	404	Elective	Specialization-V
305	Elective	Specialization-II	405	Elective	Specialization-VI
306	Elective	Specialization-III	406	Elective	Specialization -VII
307	Elective	Specialization-IV	407	Elective	Project Report
AC 301/2/3/4	Audit	AC-301: Advanced Excel AC-302: Cyber Security AC-303: Digital Marketing AC-304: Financial Planning	AC 401/2/3/4	Audit	AC-401: Start-up AC-402: Tally ERP AC-403:- Green Audit AC-404:- Social Entrepreneurship

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

<b>A - Financial Management</b>			
304	Banking and Investment Management	404	Financial Derivatives
305	Income Tax	405	Goods and Services Tax
306	Strategic Financial Management	406	Case Studies in Financial Management
307	International Financial Management	407	Project Report and Viva-Voce
<b>B - Marketing Management</b>			
304	Product and Brand Management	404	Marketing Research and Business Analytics
305	Consumer Behavior and Service Marketing	405	Retail Management and Digital Marketing
306	Sales and Distribution Management	406	Case Studies in Marketing
307	International Marketing Management	407	Project Report and Viva-Voce
<b>C - Human Resource Management</b>			
304	Industrial Relations and Labour Welfare	404	Performance and Compensation Management
305	Organizational Leadership Change & Development	405	International HRM
306	Strategic Human Resource Management	406	Case Studies in HRM
307	Labour Laws	407	Project Report and Viva-Voce
<b>D - Production and Operations Management</b>			
304	World Class manufacturing and Process Management	404	Industrial and Productivity Management
305	Management of Technology	405	International Quality Management
306	Global Supply Chain Management and International Logistics	406	Case Studies in Production and operations Management
307	Operations Research	407	Project Report and Viva-Voce
<b>E - Information Technology and Systems Management</b>			
304	Software Engineering	404	ASP.NET
305	IT Asset Management	405	Information System Audit
306	RDBMS	406	Software Testing
307	Web Designing using HTML, CSS & Java Script	407	Project Report and Viva-Voce
<b>F - Agro Business Management</b>			
304	Agro Business Management	404	Rural Development
305	Management of Agro Based Industries	405	Agro Entrepreneurship and Project Management
306	Agri-Businesses Financial Management	406	Case Studies in Agro-Business Management
307	Agricultural Marketing	407	Project Report and Viva-Voce
<b>G - Business Analytics</b>			
304	Data Science	404	E Commerce Analytics
305	Big Data Analytics	405	Machine Learning using Python
306	Tableau	406	Management Application of Business Analytics
307	Business Analytics using R	407	Project Report and Viva-Voce
<b>H - Healthcare Management</b>			
304	Epidemiology in Medical and Health Systems Management	404	Healthcare Ethics & Law
305	Hospital Services and Operations Management	405	Health Insurance & Medical Tourism
306	Total Quality Management in Healthcare	406	Health Information Systems & Informatics
307	Hospital Safety and Waste Management	407	Project Report and Viva-Voce

# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon



(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE and MANAGEMENT

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

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

### **1. TITLE OF THE DEGREE**

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

### **2. OBJECTIVES**

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

The broad objectives of the Program are:

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

### **3. DURATION**

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

### **4. ELIGIBILITY FOR ADMISSION**

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

## **5. PATTERN**

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

## **6. Evaluation of the student:**

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

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

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

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

**6.5. Internal Assessment:**

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

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

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

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

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

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

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

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

**7. Grades:**

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

## **8. GUIDELINES FOR TEACHING**

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

## **9. GUIDELINES FOR PRACTICAL TRAINING AND SUMMER INTERNSHIP PROJECT**

- 9.1. Each student shall have to undergo a practical training for a period of not less than 8 weeks during vacation falling after the end of II<sup>nd</sup> Semester.
- 9.2. In the Fourth semester, examination student shall submit "Project Report" individually on the basis of Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.
- 9.3. The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective on or before commencement of the IV<sup>th</sup> Semester.
- 9.4. Teacher shall not be entrusted/allowed to take more than 15 students for guidance and supervision of project report.
- 9.5. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the

concerned teacher that the Project report has been satisfactorily completed and shall submit one hard bound typed copy of the same to the Head / Director of the institute along with 2 CD's of Project Report. In order to save the paper, both side printing is allowed.

- 9.6. It is responsibility of concerned Institute to check the authenticity of Project.
- 9.7. Student may use SPSS software if required.
- 9.8. CD submitted by the student shall be forwarded to the University by the Institute before the deadline mentioned in University circular.
- 9.9. Project viva voce shall be conducted at the end of Semester IV.
- 9.10. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- 9.11. Ten percent (10%) of the projects May be given by institute to the students for summer training as basic research projects.
- 9.12. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of project work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.
- 9.13. No students will be permitted to appear for Viva-voce examinations, unless and until (s) he submits the project report before the stipulated time.

#### **10. ADDITIONAL MAJOR SPECIALIZATION**

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

#### **11. STRUCTURE OF THE QUESTION PAPER**

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

questions & in section II (Theory) he/she shall be required to answer 2 questions out of 3 questions. All questions shall carry equal marks i.e. 12 marks each.

11.4. **For papers including case studies (101, 301, 303 and 403)** there shall be 2 Sections. In Section I (Theory) a student shall be required to answer 3 questions out of 5 questions and in Section II (Case studies) 2 case Studies out of 3 case studies to be attempted by the students. All questions shall carry equal marks i.e. 12 marks each.

11.5. **For case studies (Specialization Paper – 407 except 407-E & G)** out of 5 cases 3 cases should be attempted by the student. Each case shall carry 20 marks.

## **12. ELIGIBILITY OF THE FACULTY**

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



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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 301: Strategic Management**

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

Required Lectures: 48 hours

**Course Description:** This course provides a comprehensive understanding of Strategic Management, needed for Managerial Effectiveness.

**Course Objectives:**

1. To equip the students the core concepts, frameworks, and techniques of Strategic management,
2. To develop familiarity and competence with the strategies and tactics involved in Strategy formulation & Implementation

**Course Outcomes:**

- CO1. **Develop** Vision, Mission, Objectives & Goal statement for an organization.
- CO2. **Apply** SWOT and PESTEL analysis and conduct environmental scanning.
- CO3. **Conduct** corporate portfolio analysis, Industrial analysis using Porters principles
- CO4. **Identify** implementation issues in strategic management
- CO5. **Monitor** Strategic evaluation and control
- CO6. **Identify** issues and solve cases related to strategic management

**Unit – I Introduction to Strategic Management.**

**(08)**

- 1.1. Evolution of Business Policy, it's Nature, Objectives and Significance
- 1.2. Introduction to Strategic Management- Concept, & Benefits of Strategic Management.
- 1.3. Concept, Features and Process of Strategic Planning
- 1.4. Strategic Planning Vs. Strategic Management
- 1.5. Formulation of -Vision, Mission, Goals & Objectives,
- 1.6. Levels of Strategic Management,

**Unit – 2 Strategy Formulation**

**(10)**

**2.1. Environmental & Organizational Appraisal**

- 2.1.1. SWOT and PESTLE Analysis
- 2.1.2. Environmental Scanning-Competitive intelligence
- 2.1.3. Organisational appraisal – Organisational Capability factors, Value chain analysis

**2.2. Corporate & Business Level Strategies**

- 2.2.1. Types- Expansion, Stability, Retrenchment and combination, Integration & Diversification Strategies
- 2.2.2. Porter's Generic Business Strategies

**Unit- 3 Strategic Analysis and Choice**

**(06)**

- 3.1. Strategic Analysis- Product Portfolio - BCG Matrix and GE Nine Matrix Cell, Competitor Analysis
- 3.2. Industry Analysis- Porter five forces analysis
- 3.3. Selecting the best Strategy, Process of Strategic Choice

**Unit-4 Strategy Implementation****(08)**

- 4.1. Procedural Implementation & Resource Allocation
- 4.2. Behavioural Implementation-Strategic Leadership.
- 4.3. Issues in Strategy Implementation - Interrelationship of Structure and Strategy, Functional, Divisional, SBU's & Matrix Structures.
- 4.4. Functional Implementation.
- 4.5 McKinsey 7 S Framework

**Unit-5 Strategy Evaluation and Control****(06)**

- 5.1. Strategic Evaluation- Nature, Importance and Barriers
- 5.2. Strategic Control and Operational Controls.
- 5.3. Techniques of Strategic Evaluation and Control

**Unit-6. Case Studies:****(10)**

Cases based on the topics covered in the curriculum on various strategic situations and based on application of strategic management must be discussed & solved.

**REFERENCE BOOKS:**

1. Strategic Management and Business Policy-Azar Kazmi, The McGraw Hill
2. Strategic Management 4 e - Burgelman McGraw Hill
3. Strategic Management - Dess, Kim - McGraw Hill
4. Business Policy and Strategic Management : Concepts and Applications- Vipin Gupta, Kamala Gollakota, R. Srinivasan -Prentice Hall India
5. Concepts in Strategic Management and Business Policy- Thomas L. Wheelen, J. David Hunger, Wheelen Thomas L.- Pearson
6. Strategic Management- P.Subba Rao – Himalaya Publishing House.
7. Strategic Management–Kachru- McGraw Hill
8. Business Policy and Strategic Management: Text and Cases- Francis Cherunilam- Himalaya Publishing House.
9. Strategic Management- Garth Saloner, Andrea Shepard, Joel Podolny– Willey India
10. Strategic Management – B Hiriyappa – New Age International
11. Strategic Management: Concepts: Competitiveness and Globalization- Michael Hitt, R. Duane Ireland, Robert Hoskisson- Cengage Learning
12. Strategic Management- A dynamic perspective- Mason Carpenter, Wm Gerard Sanders, Prashant Salwan - Pearson



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 302: Management Information System & E-Commerce**

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

Required Lectures: 48 hours

### **Course Description**

The Management Information Systems course will help you understand the benefits of computers to organizations and, more importantly, how to deploy and manage them to support an organization's goals and strategies. MIS will be beneficial for finance, marketing, human resources or production so students will need to understand how work is affected by and how effectively deploy computer systems. This course includes trends and e-commerce methods. The students will be able to critically be think for digital transformation of business.

### **Course Objectives:**

- To explain students why information systems are so important today for business and management
- To evaluate the role of the major types of information systems in a business environment and their relationship to each other
- To assess the impact of the internet and internet technology on business electronic commerce and electronic business
- To identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges

### **Course Outcomes:**

- CO1 **Identify** information systems and its components and trends in MIS  
CO2 **Observe** process of Management Information System development for organization  
CO3 **Recognize** the use of MIS in various modules  
CO4 **Interpret** and **Compare** e-commerce models and payment methods  
CO5 **Solve** cases related to MIS

### **Unit – I Fundamentals of management Information System (08)**

- 1) Information System
- 2) Classification of Information System (Operation support system & Management support systems)
- 3) Components of Information System
- 4) Management Information System
- 5) Definition, Scope, Objective, Characteristics, Benefits & Limitations of MIS
- 6) Types of MIS (TPS, MIS, DSS, ESS, SCM, CRM, KMS)
- 7) Factors contributing in the Success & Failure of MIS

### **Unit – II Development Process of Management Information System (08)**

- 1) Introduction & Need for System analysis
- 2) The System Development Life Cycle(SDLC)
- 3) Principals of System Development
- 4) System Requirement Specification(SRS)
- 5) Structure of SRS
- 6) Management of Quality in the MIS
- 7) Barriers to successful Development of MIS

**Unit – III Application of Management Information System****(08)**

- 1) Accounting Information System
- 2) Human Resource Information System
- 3) Inventory Information System
- 4) Manufacturing Information System
- 5) Marketing Information System
- 6) Knowledge Based Expert System

**Unit – IV Trends in MIS****(08)**

- 1) ERP – Introduction, features, advantages, Implementing ERP System
- 2) Data Mining – Meaning, Types, Advantages, Applications, Challenges
- 3) Cloud Computing - Meaning, characteristics, Types, Advantages, Cloud Computing models
- 4) AI – Introduction, Application, types
- 5) Big Data – Meaning , uses, issues with big data, benefits, Operational & analytical big data, challenges

**Unit – V Ecommerce****(08)**

- 1) E-commerce and its Technological Aspects - Defining E-Commerce, Electronic Market, Benefits and limitations of E-Commerce, EDI
- 2) Electronic Payment Systems - Need of Electronic Payment System, Methods of electronic
- 3) Threats & Security in E Commerce
- 4) Ethical, Social and Political issues in E-Commerce

**Unit – VI Case Studies based on MIS****(08)**

- 1) Comprehensive Cases on application of Information system management must be discussed & solved.

**REFERENCE BOOKS:**

- 1 Management Information System by James O'Brian- Tata McGraw Hill
- 2 Management Information System by Jawadekar - Tata McGraw Hill
- 3 Management Information System by Davis & Gordon - Tata McGraw Hill
- 4 Business Process Reengineering by K Sridhar Bhat - Himalaya Publishing House
- 5 Management Information System by C S V Murthy - Himalaya Publishing House
- 6 E-Commerce by C S V Murthy - Himalaya Publishing House
- 7 Management Information Systems (3/e) - Goyal - Macmillan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: 303: Legal Aspect of Business

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

Required Lectures: 48 hours

**Course description:** In this course an attempt is made to introduce the students to certain important legal aspects of business. It helps to understand the applications of major business laws to practical commercial situations. This course covers major areas of legal regulation to which businesses are subject.

**Course Objectives: -**

- To provide the Basic knowledge about the different types of Contract.
- To increase the Understanding level of Individual about Sales of Goods act.
- To aware about the basic terms in the field of LLP Act 2008.
- To provide the practical aspects in the light of case study.

**Course Outcomes:**

- CO1 **Apply** the provisions of Indian Contract Act, 1872 to business
- CO2 **Apply** the provisions of Sale of Goods Act, 1930
- CO3 **Interpret** the legal aspects of Limited Liability Partnership Act 2008
- CO4 **Observe** the requirements of Negotiable Instrument Act, 1881
- CO5 **Discuss** the provisions about Intellectual Property Rights
- CO6 **Apply** legal knowledge to **Solve** cases pertaining to business.

- 1. Law of Contract – “Indian Contract Act, 1872 (10)**
  - 1.1. Introduction, Meaning, Definitions & Essentials of Contract
  - 1.2. Classification of Contract: - (i) Void, Voidable & Valid Contract (ii) Wagering Agreement, Contingent Contacts & Quasi-contracts
  - 1.3. Discharge of Contract
  - 1.4. Breach of Contract & Remedies
  - 1.5. Specific Contracts: - i) Indemnity & Guarantee ii) Agency iii) Bailment & Pledge
- 2. Law of Sale of Goods – “Sale of Goods Act, 1930” (10)**
  - 2.1. Contract of Sale of Goods: - i) Its essentials & types of Goods ii) Distinction between ‘Sale & Agreement to Sale’ Condition & Warranties: - i) Difference between Condition & Warranty ii) Express & Implied conditions & warranties iii) Doctrine of Caveat Emptor
  - 2.2. Transfer of Property: - i) Rules regarding Transfer of Property ii) Transfer of Title & Transfer of Title by Non-owners Performance of Contract of Sale: - Delivery, modes, rules etc.
  - 2.3. Unpaid seller & his rights, Buyer’s right against Seller
  - 2.4. Concept of Auction Sale
- 3. Limited Liability Partnership Act 2008 (10)**
  - 3.1. Meaning & Silent Features of LLP
  - 3.2. Partnership deed, Incorporation of LLP
  - 3.3. Extent & Limitations of Liability, Benefit or Advantages of LLP
  - 3.4. Difference between LLP & Partnership Firm
  - 3.5. Prima facie steps of conversion to LLP
    - 3.5.1. Partnership firm to LLP, Private Limited Company to LLP
  - 3.6. Winding up & Dissolution
    - 3.6.1. Ways of winding up

### 3.6.2.Circumstances in which LLP may be wound up by Tribunal

#### 4. **Law of Negotiable Instruments – “Negotiable Instrument Act, 1881”** (08)

- 4.1. Introduction, Definition & Characteristics
- 4.2. Parties to Negotiable Instruments
- 4.3. Specimen & its Essentials - Promissory Note & Bill of Exchange
- 4.4. Cheque - Bearer & Crossed, Types of Crossing
- 4.5. Holder & Holder in due course, Rights/Privileges of Holder in Due course

#### 5. **Intellectual Property Rights**

- Introduction of IPR: Meaning, Relevance, Business Impact, Protection of Intellectual Property, Copyrights, Trademarks, Patents, Designs, Utility Models, Industrial Designs, Trade Secrets and Geographical Indications – Concept and Relevance , Bio-diversity and IPR , Competing Rationales for Protection of Intellectual Property Rights.
- **The Patents Act, 1970(2002)**-Objectives, Nature, Criteria of Patentability, Patent Rights, Administration and enforcement Mechanism.
- **The Copyright Act, 1957**-Concept, Objectives, Nature, Criteria for protection of Copy Right, Ownership of Copy Right, Duration, Infringement Enforcement Mechanism and Copy Right in Computer Programmes.
- **Trademark Act 1999 (Amendment Act 2010)**- Concept, Registration, rights of registered proprietor of Trademark, infringement and defenses as per Trade Mark Amendment Act 2010.

#### **International Instruments concerning IPR**

- Introduction to the leading International Instruments concerning Intellectual Property Rights:
- The Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, WTO

#### 6. **Case studies in Legal Aspects of Business – Typical cases based on the above topics only** (10)

#### **REFERENCE BOOKS**

1. Mercantile & Commercial Law by Rohini Aggrawal – Taxman Publication
2. Legal Aspects in Business 2e by Albuquerque – Oxford University Press
3. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
4. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
5. Mercantile Law by N.D.Kapoor – Sultan Chand & Sons
6. Intellectual Property Rights: Asha Vijay Durafe Dhanshree K Toradmalle Wiley Publications ISBN 9789390395910
7. Intellectual Property Rights – Laws and Practices – ICSI Study Material
8. Handbook of Academic Integrity. Singapore: Springer Singapore, (n.d.) ISBN: 9789812870797  
Editor: Tracey Bretag
9. Handbook of Research on Academic Misconduct in Higher Education. United States, IGI Global, 2016. Editor: Donna M. Velliariis



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 304 A -Banking & Investment Management**

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

Required Lectures: 48 hours

### Course Description:

This course helps students who are interested in building career in the financial sector of India. It covers different terminologies with respect to banking sector and Financial Services industry. The course helps students to understand the various facets of Investment Management

### Course Objectives:

- To study the overall Indian Banking System.
- To Get knowledge of Banking & Financial Services
- To enable students to understand and analyze various investment alternatives

### Course Outcomes:

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

- CO1. **Describe** the Fundamentals of Banks, Mutual Funds, Insurance, Capital Market and Commodities Market
- CO2. **Explain** the Credit Planning and Management Process of Banks
- CO3. **Select** the appropriate Investment Avenues for Investment
- CO4. **Identify** the features of different types of Mutual Fund Schemes and Insurance Policies
- CO5. **Analyze** the securities using basics of fundamental and technical analysis

### 1. Banking System in India (8)

- 1.1. An Overview of Banking System in India
- 1.2. Commercial Banking Structure: Meaning, Role and Functions
- 1.3. Non-Banking Financial Corporations: Role, Types, Regulations
- 1.4. Concepts in banking: CAMEL Ratings, Retail Banking, Microfinance, Online Banking, Mobile Banking, payment Banks
- 1.5. Terms of Payment & settlement system
  - 1.5.1. Debit Card & Credit Card
  - 1.5.2. Electronic Fund Transfer-UPI, IMPS, RTGS & NEFT
  - 1.5.3. Core Banking Solutions

### 2. Credit planning & Management (8)

- 2.1. Objective & Scope
- 2.2. CRR, SLR, Bank Rate, Repo Rate, Reverse Repo Rate
- 2.3. Priority Sector Lending
- 2.5. NPA management-
  - 2.5.1. Meaning- Gross NPA and Net NPA , NPA Classification Norms
  - 2.5.2. Recovery mechanism and management
  - 2.5.3. Provisioning required as per RBI directives.

### 3. Investment Avenues (8)

- 3.1. Concept, Objectives, Characteristics, Attributes, Factors favorable for Investment
- 3.2. Investment Avenues:
  - 3.2.1. Non Marketable fixed Income avenues- Bank Deposit, Corporate Fixed Deposit, Provident Fund including PPF, National Saving Certificate
  - 3.2.2. Marketable Avenues- Shares, Debentures, Bonds, Private Equity & Venture Capital

3.2.3. Other Avenues: Units of Mutual fund, ULIPS, Real Estate, Gold- Physical Gold and Sovereign Gold Bonds

#### **4. Indian Financial Markets**

##### **4.1. Capital Market**

4.1.1. Functions, Structure, Types.

4.1.2. DEMAT A/c, Contract Note, Trading Settlement.

4.1.3. SEBI, BSE, NSE

4.1.4 Capital Market Indexes – Sensex & Nifty.

4.4. Various intermediaries in capital markets

##### **4.5. Commodity Market**

4.5.1. Overview, Participants, functions

4.5.2. Commodity Exchanges: MCX, NCDEX

4.5.3. Commodities Traded Gold, Paper Gold, Silver, Crude Oil, Metals

#### **5. Insurance and Mutual funds (12)**

5.1. Insurance:

5.1.1. Meaning & Principles

5.1.2. Types of insurance – Life, General, Agricultural & Bancassurance, Re-insurance, Group insurance & micro-insurance

5.1.3. Types of Life Insurance Policies

5.2. Mutual Funds:

5.2.1. Meaning, Performance & its measures, Advantages

5.2.2. Types of mutual funds Schemes

#### **6. Security Analysis & Portfolio Management (10)**

6.1. Concept of Security & Security analysis

6.2. Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis

6.3. Technical Analysis: Assumptions of Technical Analysis, Trends and Trendlines, Bar charts and Candle stick charts .

6.4. Portfolio Management: Meaning , Strategies, Asset Allocation

#### **REFERENCE BOOKS**

1. Introduction to Banking: Vijayaragavan Iyengar – Excel Books
2. Fundamental of the Indian Financial System – Vasant Desai , Himalaya Publishing House
3. Merchant Banking & Financial Services – Dr. K Ravichandran - Himalaya
4. Investment Management by V. A. Avdhani , Himalaya Publishing House
5. Fundamentals of Investment Management - Geoffrey Hirt, Stanley Block –Tata Mcgrew Hill
6. Investment Analysis & Porfolio Management by Ranganathan - Pearson
7. Investment Management: Security analysis and portfolio Management by V. K. Bhalla - S. Chand
8. Investments – Bodie, Kane, Marcus, Mohanty – Tata McGraw Hill
9. Security analysis and portfolio Management by V.A.Avadhani – Himalaya
10. Financial Management, Ravi M Kishore, Taxman
11. Security analysis and portfolio Management by Rohini Sing – Excel Books



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 305 A – Income Tax**

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

Required Lectures: 48 hours

**COURSE DESCRIPTION:**

It deals with working knowledge of Income Tax Law and relevant compliance procedures

**COURSE OBJECTIVES:**

To study various provisions of Direct Tax Laws and the compliance procedures.

**COURSE OUTCOMES:**

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

- CO1. **State** various concepts in Income Tax Law (**Remember**)
- CO2. **Discuss** the provisions of Income Tax Law with simple examples (**Understand**)
- CO3. **Apply** the provisions of Income Tax Law and Calculate the Taxable income of Individual Assessees. (**Apply**)
- CO4. **Figure out** the Tax Liability and Ensure Tax Compliances (**Analyse**)

**1. Basic Concepts (6)**

- 1.1. Direct Vs. Indirect Tax
- 1.2. **Definitions:** Previous year, Assessment Year, Assesses, Income, Person, Gross Total
- 1.3. Income, Capital and Revenue Receipts, Capital and Revenue Expenditure, Exempted Incomes, agricultural Income, Residential Status
- 1.4. Deductions from Gross Total Income: U/S 80C, 80D, 80 E, 80 G, 80GG, 80 GGC, 80U
- 1.5. Income Tax Rates, PAN, TAN, Tax Deducted at source, Advance Tax, Submission of Returns, e-filing of ITR.

**2. Income from Salary (12)**

Allowances, Perquisites, Provident Fund contribution, Deductions u/s 16, Practical Problems

**3. Income from House Property (6)**

Let out & Deemed Let Out properties, Self-occupied properties, deductions U/s 24, Practical problems

**4. Income from Business or Profession (12)**

Depreciation and other permissible Deductions, Disallowable Expenses, Provisions regarding Tax Audit, Practical Problems

**5. Capital gains (8)**

Capital Assets, Transfer of Capital Asset, Cost of Acquisition, Cost of Improvement, Exemptions, Practical Problems

**6. Income from Other Sources (4)**

Incomes, Deductions, Grossing up, Gifts, Practical Problems.

**Reference Books:**

- 1. Students' Guide to Income Tax, Vinod K. Singhania Kapil Singhania - Taxmann Publications, New Delhi.
- 2. Direct Taxes - T. N. Manoharan, Snow White Publications.
- 3. Income Tax: Law and Practice - N Hariharan – Tata Mcgraw Hill
- 4. Direct Taxes - Girish Ahuja & Ravi Gupta - Bharat Publications
- 5. Law and Practice of Income in India- Bhagavati Prasad :, New Age International Publishers, New Delhi.
- 6. Income Tax – R. G. Saha, Dr. Ushadevi N.- Himalaya Publishing House



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 306 A –Strategic Financial Management**

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

Required Lectures: 48 hours

### Course Description

Students are introduced to the areas of long term investment decisions, mergers and acquisitions, corporate financing and capital structure. The course will enable students to build an understanding of how strategic financial decisions are taken and how the outcomes are quantified.

### Course Objectives:

- To study the financial resources which can maximize the value of the business.
- To enable students to understand importance of strategies such as Merger, takeover etc. that enhance the firm's competitive strengths.
- To enhance the ability of students as regards the financial decision making in rapidly changing global economic environment.

### Course Outcomes:

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

CO1. **Design** appropriate Capital Structure considering various financial parameters

CO2. **Handle** long term investments and dividend decisions

CO3. **Apply** the Strategies of Turnaround Management, Mergers and Acquisitions in the organization

### Unit – I Sources of Finance

(10)

1.1. Long term Sources: Debt and Equity, Retained Earnings, Private Equity, Foreign Direct Investment, Euro Issues, Term Loans, External commercial borrowing, Lease Financing etc.  
Emerging Issues in Corporate Finance in India

1.2. Short Term Sources: Trade Credit, Factoring, Commercial Paper, Public Deposits

1.3. Bank finance for Working Capital: Cash Credit, Overdraft, Discounting of bill, Letter of Credit

1.4. Computation of Cost of Capital

1.4.1. Meaning & Significance

1.4.2. Cost of Equity, Cost of Preference, Cost of Debt, Cost of Retained Earnings & Weighted Average Cost of Capital

1.4.3. Under & Over Capitalization

### Unit – II Capital Structure & Leverages

(10)

2.1. Capital Structure

2.1.1. Meaning & Features & Determinants

2.1.2. Approaches to Capital Structure

2.2. Indifference Point

2.2.1. Meaning

2.2.2. Problems on Computation of Indifference Point

2.3. Leverages

2.3.1. Meaning & Types

2.3.2. Problems on Computation of Operating, Financial & Combine Leverages

### Unit – III Capital Budgeting Techniques

(10)

3.1. Payback period Method

3.2. Rate of return Method

3.3. Net Present Value Method

- 3.4. Internal rate of Return Method
- 3.5. Profitability Index
- 3.6. Replacement Decision
- 3.7. Lease or Hire- Purchase or Buy Decision

**Unit – IV Dividend Policy**

**(6)**

- 4.1. Determinants of Dividend
- 4.2. Problems on Dividend Theories: Walter approach, Gordon Growth Model

**Unit – V Turnaround Management**

**(6)**

- 5.1. Corporate Sickness
  - 5.1.1. Definition, Causes & Symptoms of sickness
  - 5.1.2. Prediction of Sickness, Revival of Sick Units.
- 5.2. Types of Turnaround
  - 5.2.1. Basic Approaches
  - 5.2.2. Phases in Turnaround Management.

**Unit – VI Mergers and Takeover**

**(6)**

- 6.1. Mergers & Acquisitions: Kinds, Motives, Reasons, Causes & failures, Post Merger Integration
- 6.2. Takeovers- Meaning, Kinds of Takeovers, Stages of Hostile Takeover, Takeover defenses

**REFERENCE BOOKS:**

1. Strategic financial Management- Ravi M. Kishore-Taxman Publication
2. Strategic financial Management - J B Gupta- Taxman Publication
3. Strategic financial Management- A. N. Sridhar-Shroff Publishers & Distributors Pvt. Ltd
4. Strategic financial Management, G. P. Jakhotia, Vikas Publishing House Pvt.Ltd.
5. Strategic Financial Management- Saravanan – Oxford Uni. Press
6. Financial Management - I. M. Pandey – Vikas Publication
7. Financial Management – Prasanna Chandra – Tata McGraw Hill
8. Innovative Corporate Turnarounds - Pradip M. Khandwalla- Saga Publications, New Delhi.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 307 A – International Financial Management**

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

Required Lectures: 48 hours

### COURSE DESCRIPTION:

The Course deals with management of finance in an international business environment. It includes Managing Foreign Exchange, International Accounting, Financing foreign Transactions, Balance of Payment etc.

### OBJECTIVES OF THE COURSE:

- To study the international environment in which the business operates
- To understand Exchange rate mechanism as well as international accounting practices

### COURSE OUTCOMES:

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

- CO1. **Describe** the basic concepts related to various aspects of International Financial Environment like Exchange rate, IMF, Accounting, BOP etc. (Remember)
- CO2. **Explain** in detail, all the theoretical concepts taught through the syllabus. (Understand)
- CO3. **Apply** the knowledge of International Accounting and Financing Foreign Operations effectively (Apply)
- CO4. **Explore** the importance of IMF and BOP in international Financial system

### 1. International Financial Environment (06)

- 1.1. International Financial Management: Evolution
- 1.2. International Financial Management- Goals, Features & scope 1.3.  
Domestic V/s International Financial Management.
- 1.4. Role of Financial Manager in International Environment

### 2. Foreign Exchange Market and Exchange Rate (12)

- 2.1 Wholesale & Retail Market,
- 2.2 Participants in the Foreign Exchange Market
- 2.3 Quotations- Direct & Indirect Quote, Bid Rate & Ask Rate  
Cross Rates of Exchange
- 2.4 Factors affecting Exchange Rate
- 2.5 Exchange Rate Determination (**Currency Forecasting**)
  - 2.5.1 Purchasing Power Parity Theory
  - 2.5.2 Interest Rate Parity
  - 2.5.3 International Fischer Effect
- 2.6 Spot Market and the Forward Market
- 2.7 Global Derivative Market –  
Foreign Currency Futures, Option & Swap, Speculation, Arbitrage, Hedging
- 2.8 Arbitrage – Two Point and Triangular Arbitrage
- 2.9 Functions of Foreign Exchange Market
- 2.10 Foreign Exchange Risk Exposure –  
Transaction Exposure, Translation Exposure, Economic Exposure

### **3. International Accounting (06)**

#### 3.1. Convergence to International Financial Reporting Standards

3.1.1.

Introduction, Advantages of adopting IFRS, Applicability

##### 3.1.2. Comparison of IFRS and Ind –AS

##### 3.1.3. IND-AS1 Presentation of Financial Statements

#### 3.2. Transfer pricing- Meaning and Important Issues

### **4. Financing Foreign Operations (10)**

#### 4.1 Financing of foreign trade

##### 4.1.1 Documentation, Modes of Payment, Methods of Financing

##### 4.1.2 EXIM Bank

##### 4.1.3 Recent amendments in EXIM policy

#### 4.2 International Transaction Mechanism

##### 4.2.1 Nostro, Vostro and Loro Account

##### 4.2.2 Payment Systems - SWIFT, CHIP, CHAP, Telegraphic Transfer (TT)

#### 4.3 Types of Central Bank Intervention in Currency Market

#### 4.4 Eurocurrency Market -

##### 4.4.1 Characteristics, Instruments & Rate of Eurocurrency Market

##### 4.4.2 Domestic Issues Vs. Euro Issues

#### 4.5 Depository Receipts – ADR and GDR

### **5. International Monetary system (6)**

#### 5.1. Establishment of International Monetary Fund (IMF)

#### 5.2 Constitution, Role & Responsibility of IMF

#### 5.3 Funding facilities, International liquidity

#### 5.4 Special Drawing Rights (SDR)

### **6. Balance of Payment (8)**

#### 6.1. India's Balance of Payment

#### 6.2. Importance, Functions, Principles & Components of Balance of Payment

#### 6.3. Accounting of Balance of Payment: Deficit & Surplus

#### 6.4. Elasticity approach Vs Absorption Approach

#### 6.5. General Equilibrium approach

#### 6.6. Balance of Payment Vs Exchange Rate

#### 6.7. Balance of Payment and Money Supply

### **Reference Books:**

1. International Finance Management by Madhu Vij – Excel Books
2. International Financial Management, H.R. Machiraja, Himalaya Publication
3. International Financial Management by P. G. Apte, Tata McGraw Hill
4. International Finance – O' Brien – Oxford University Press
5. Practical Approach to IFRS- Jasmine Kaur, McGraw Hill Publication
6. International Financial Management by Thumuluri Siddaiah (IFM) Pearson
7. International finance Marketing by V.A Avadhani – Himalaya Publication
8. International Finance Management by Vyuplesh Saran – Prentice Hall
9. International Finance Management by Cheol S. Eun & Bruce G Resnick , Tata McGraw Hill
10. International Financial Management Jain Macmillan

# Specialization – B – Marketing Management



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 304 B: Product and Brand Management**

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

Required Lectures: 48 hours

**Course Description:** This course provides an orientation towards Product and Brand Management in order to handle Product development, Launch, and create Brand equity.

## Course Objectives:

1. To equip the students with the various dimensions of Product and Brand management
2. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong Products and Brands

## Course Outcomes:

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

- CO1. **Explain** fundamental aspects of product management and Marketing Planning.
- CO2. **Discuss** product strategies related to positioning, differentiation, product life cycle and product portfolio.
- CO3. **Explain** forces driving competition and Sales forecasting methods.
- CO4. **Describe** the concept of brand positioning and strategic brand management process.
- CO5. **Explain** the nature of brand equity and techniques of measuring brand performance.
- CO6. **Describe** the management of brand extension, advantages and disadvantage of global branding.

## Unit – I Introduction to Product Management (6)

- 1.1. Need for Product Management, Product Line & Product Mix Decision
- 1.2. Product Manager- Functions and Skills Required
- 1.3. Changes Affecting Product Management
- 1.4. Marketing Planning- Concept, the Planning Process, Components of Marketing Plan.

## Unit – II Developing Product Strategy (8)

- 2.1. New Product Development- Commercialization, managing growth, Managing the mature product
- 2.2. Elements of Product Strategy, Setting Objectives, Selection of strategic alternative
- 2.3. Positioning and Differentiation Strategies
- 2.4. Product Life cycle, Product Portfolio
- 2.5. Marketing Strategies in different Phases of PLC, PLC Extension, Diffusion Model

## Unit-III Competitive Strategy for Products (8)

- 3.1. Nature, Stages of competition, Forces Driving / Shaping competition, Forms of Competition
- 3.2. Category Attractive Analysis- Concept, Aggregate Market Factors, Category Factors and Environmental Analysis
- 3.3. Competitors Analysis- Nature, Sources of Information, Assessing competitor's- Objectives & Marketing Strategies, Differential advantage Analysis

3.4. Customer Analysis

3.5. Market Potential and Sales Forecasting- Methods

**Unit-IV Concept of Brand**

**(8)**

4.1. Definition, Brand and Product, Brand challenges and Opportunities

4.2. Types of Brands, Brand Perspectives

4.3. Brand Evolution-Consumerism Continuum, Brand Levels, Value Hierarchy

4.4. Brand and Product Position, 3 Cs of Positioning and Competitive Positioning-POPs and PODs

4.5. Identifying and Establishing Brand Positioning

4.6. Strategic Brand Management Process

**Unit-V Brand Equity**

**(10)**

5.1. Concept, Customer Based Brand Equity

5.2. Criteria for choosing Brand Element, Options and Tactics for Brand Elements

**5.3. Leveraging Secondary Brand Associations to Build Brand Equity**

5.3.1. Conceptualizing the leveraging Process

5.3.2. Co-Branding, Licensing, Celebrity Endorsement,

**5.4. Measuring Brand Performance**

5.4.1 Qualitative Techniques- Free Association, Projective Technique, Brand personality

5.4.2 Quantitative Techniques- Brand Awareness, Brand Image, Brand Attitude, Brand Loyalty

5.5. Measuring outcomes of Equity: Models of Brand Equity Aaker Model, Brandz Model, Brand Valuation

**Unit VI Brand Extensions and Managing Brand**

**(08)**

6.1. Types, Advantage and Disadvantage, New Product and Brand Extensions

6.2. Managing Brand Over a Time-Reinforcing Brands, Revitalizing Brands and adjustments to the Brand Portfolio

6.3. Global Branding-Advantages and Disadvantages

**REFERENCE BOOKS:**

1. Product Management- Lehmann Donald R ; Winer Russell S, Tata McGraw Hill

2. Strategic Brand Management: Building, Measuring, and Managing Brand Equity-Kevin Lane Keller, M. . Parameswaran, Isaac Jacob-Pearson

3. Brand Management: Text and Cases- Harsh V. Verma- Excel Books

4. Product Policy and Brand Management-A.K. Chitale and Ravi Gupta, PHI Learning

5. Product Management Text and Cases- Kaushik, Mukerjee-PHI Learning

6. Product and Brand Management-U.C. Mathur, Excel Books

7. Marketing Management- Rajan Saxena (4th Edition), McGraw Hill

8. Marketing Concept and Cases- Michael J. Etzel, Bruce J. Walker, William J. Stanton and Ajay Pandit, Tata McGraw Hill

9. Principles of Marketing- Philip Kotler- PHI Learning

10. Brand Positioning Strategies for Competitive Advantage-Sengupta- Tata McGraw Hill

11. Brand Management- Mahim Sagar, Ane Books Pvt Ltd

12. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited

13.Brand Management, H. V. Verma, 2004, New Delhi: Excel Books

14. Branding, a reference guide to solving your toughest branding problems andstrengthening your market position, B. VanAuken, 2007. Jaico Publishing house.



**Paper: 305 B: Consumer Behavior and Service Marketing**

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

Required Lectures: 48 hours

**Course Description**

This course provides knowledge regarding consumer, consumer behavior in market place and other aspects of consumer behavior. It also highlights the services, services marketing mix and its importance to the consumer.

**Course Objectives:**

- To understand the conceptual base and behavior of consumer within market and know about consumer research.
- To make students to understand the factors that influence consumers as individuals and decision makers with an application to the buying decision process
- To know the importance of subculture as marketing opportunities.
- To understand the need to market services.
- To help students in assessing advanced literature in the field of consumer research.

**Course Outcomes:**

- CO1. **Explain** the nature of customer value, customer satisfaction, customer retention, consumer research and components of market analysis.
- CO2. **Explain** the concept of buyer behavior, buyer decision making process and factors influencing buying behavior.
- CO3. **Understand** the cross cultural consumer behavior in International perspective.
- CO4. **Explain** the nature of consumer perception and attitude.
- CO5. **Explain** the components of service marketing mix.
- CO6. **Discuss** strategies for developing Customer Loyalty.

**Unit – 1 Consumer Behavior and Research**

- 1.1 Concept
- 1.2 Customer value, Satisfaction and Retention
- 1.3 Market Analysis Components
- 1.4 Consumer Research Paradigms
- 1.5 Consumer Research Process

**Unit – 2 Knowledge of Buyers**

- 1.1 Buyer Behavior and Decision Making Process
- 1.2 Factors Influencing Buyer Behavior and Post Purchase Behavior
- 1.3 Influence of Culture on Consumer Behavior
- 1.4 The Family Life Cycle
- 1.5 Consumer related reference group

**Unit – 3 Cross Cultural Consumer Behavior: An International Perspective**

- 3.1. Diffusion and adoption of innovations
- 3.2. Cross-cultural consumer analysis
- 3.3. Cross cultural psychographic segmentation
- 3.4. Developing multinational marketing strategies
- 3.5. Cultural aspects of emerging international market

#### **Unit – 4 Consumer Perception & Attitude**

- 4.1. Elements of Consumer Perception
- 4.2. Dynamics of Perception
- 4.3. Ethics & Consumer Perception
- 4.4. Structural Model of Attitude
- 4.5. Attitude Formation

#### **Unit – 5 Services Marketing Mix (7ps)**

- 5.1. Marketing mix in services and traditional 4PS
- 5.2. Product
- 5.3. Price
- 5.4. Promotion
- 5.5. Place or distribution
- 5.6. People
- 5.7. Physical evidence
- 5.8. Process management

#### **Unit – 6 Integrated service strategy & CRM**

- 6.1 Service Profit chain
- 6.2 Customer Satisfaction Measures
- 6.3 CRM
- 6.4 Principle of CRM, CRM issues
- 6.5 Strategies for Developing Loyalty Bonds with Customers

#### **REFERENCE BOOKS:**

1. Consumer Behavior – Ninth Edition - Schiffman G.L and Kanuk L.L, Prentice- Hall
2. Consumer Behavior – Eleventh Edition - Del Hawkins, David Mothersbaugh, Amit Mookerjee- TATA McGraw Hill
3. Consumer Behavior – Krishna – Oxford University Press
4. Consumer Behavior – Kapoor, Madichie- McGraw Hill
5. Consumer Behavior – Kumar - Oxford University Press
6. Services Marketing – Seventh Edition - Lovelock, Wirtz, Chatterjee; Pearson
7. Services marketing - Rajendra Nargundkar, Tata Mc Graw Hill
8. Services marketing - C Bhattacharjee, Excel Book
9. Services marketing - Jauhari, Datta – Oxford University Press
10. Services Marketing – Zeithaml, bitner, Gremler, Pandit- McGraw Hill
11. Services Marketing - Ravi Shankar, Excel Book
12. Services marketing - Govind Apte, Oxford
13. Marketing Management: A south Asian perspective; Philip Kotler, Kevin Lane Keller, Abraham Koshy Mithileshwar Jha, 14 edition, Pearson
14. Marketing Management - Rajan Saxena, Tata McGraw Hill
15. Marketing - Grewal, levy, Tata McGraw Hill



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 306 B: Sales and Distribution Management**

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

Required Lectures: 48 hours

### Course Description:

This course tries to aware students towards sales management and sales force involvement in sales management. Also this course provides proper views and understanding of marketing channels and channel intermediaries as well as market logistics.

### Course Objectives:

1. To impart knowledge about the selling function and highlight the managerial issues involved in sales management.
2. To bring out the changes in distribution function and understand current practices

### Course Outcomes:

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

- CO1. **Explain** the major functions of Sales Management
- CO2. **Discuss** the management of sales force involvement, evaluation and training.
- CO3. **Explain** the administration of sales quota, sales territories and sales efforts.
- CO4. **Explain** the nature and fundamental aspects of channel management decisions.
- CO5. **Discuss** the Types, Roles and decisions of channel intermediaries.
- CO6. **Explain** the management of market logistics decisions for distribution channels and performance assessment of marketing channels.

### 1. Introduction to sales management 10

- 1.1. Nature, Scope and Objectives of Sales Management
- 1.2. Functions of Sales management
- 1.3. Prospecting for customers
- 1.4. Modes of sales presentation
- 1.5. Designing and delivering of sales presentation
- 1.6. Recruiting and selecting Sales Personnel
- 1.7. Methods and administering selection procedures

### 2. Sales force involvement, evaluation and training 10

- 2.1. Developing Sales Training Programs,
- 2.2. Executing and Evaluating sales training programs
- 2.3. Motivating and Compensating Sales Personnel
- 2.4. Designing and Administering various Compensation Plans
- 2.5. Controlling Sales personnel
- 2.6. Managing sales evaluation programs
- 2.7. Comparing standards with actual performances of sales personnel

### 3. Sales force management 08

- 3.1. Objective and Types of Quotas
- 3.2. Quota setting procedure
- 3.3. Administering the quota system
- 3.4. Designing Sales Territories
- 3.5. Allocating Sales efforts to sales territories

### 4. Marketing channels, structure and distribution 06

4.1. Functions and Relationships of channels of Distribution	
4.2. Channel Dynamics	
4.3. Channel Planning and organizational Patterns in Marketing Channels	
4.4. Channel Design Process	
4.5. Channel Management Decisions	
<b>5. Channel intermediaries</b>	<b>06</b>
5.1. Channel Intermediaries- Role and Types	
5.2. Wholesaling- Types of Wholesalers	
5.3. Wholesaler marketing decisions	
5.4. Retailing- Types of retailers	
5.5. Retailer marketing decisions	
<b>6. Market logistics</b>	<b>08</b>
6.1. Logistics Objectives,	
6.2. Market logistics decisions for Distribution Channels	
6.3. Role of Information System in Distribution Channel Management	
6.4. Assessing Performance of Marketing Channels.	
6.5. Quality customer service and integrated logistics-customer service-importance elements-the order cycle system	

#### REFERENCE BOOKS:

1. Sales and distribution Management- Panda sahaddev-Oxford
2. Sales management -Tanner, J; Honeycutt; Erffmeyer Robert C.; Pearson Education, 2009
3. Sales management-Mallik-Oxford
4. Sales Management- Still, R R. &Cundiff;, Englewood Cliff, New Jersey, Prentice Hall Inc
5. Professional Sales Management- Anderson, R. Englewood Cliff, New Jersey, Prentice Hall Inc., 1992.
6. Management of Sales-. Buskirk, R H and Stanton, W J. Force. Homewood Illonois, Richard D Irwin, 1983.
7. Sales Management: Concepts and cases-Dalrymple, D J. New York, John Wiley, 1989
8. Marketing management-R.S.N. Pillai, S. Chand
9. Logistics Management and World Sea borne trade-KrishnaveniMuthiah, Himalaya Publishing House, Mumbai,1999
10. Sales Management: Concepts Practices and cases -Johnson, E M etc. New York, McGraw Hill, 1986.
11. Management of Sales Force- Stanton, William J etc. Chicago, Irwin,1988.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 307 B: International Marketing Management**

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

Required Lectures: 48 hours

**Course Description:** This course provides an insight and appraisal to International Marketing Environment and documentation procedure to manage global business.

**Course Objectives:**

To apply Marketing Theories, Frameworks and concepts to Manage Enterprises in International markets.

**Course Outcomes:**

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

- CO1. **Differentiate** among international market entry strategies.
- CO2. **Discuss** international product planning and strategies for global markets.
- CO3. **Describe** pricing methods and strategies for international brands.
- CO4. **Discuss** problems as well as communication mix with respect to International Marketing Communication.
- CO5. **Explain** functions and issues associated with International distribution channels.
- CO6. **Understand** the export procedures and documentation.

**1. Introduction to International Marketing (6)**

- 1.1. International Market: Meaning, Expansion, Growing Attractiveness
- 1.2. International Marketing: Meaning, Need, Significance, Participants, Motives, Problems, Complexities
- 1.3. International market orientation- EPRG framework;
- 1.4. International Marketing Environment: Internal & External
  - 1.4.1. Trading Blocs
- 1.5. International Market Entry Strategies & Modes

**2. International Product Strategy: (10)**

- 2.1. Levels & Hierarchy of product, Product-line analysis, Product design Strategy
- 2.2. Standardization v/s Product adaptation;
- 2.3. New product development, product positioning & product adoption, repositioning strategies, Packaging and labeling.
- 2.4. Product planning Matrix, Dimensions of Product Strategies
- 2.5. Product planning for global markets.

**3. International Pricing (10)**

- 3.1. Pricing Methods, International Pricing Strategies, **{Cost based pricing, Transfer pricing, Dumping , Export price structure, Skimming Pricing, Penetration Pricing, Price discounts, Discriminating Pricing}**
- 3.2. Price-Market relationship, Price Escalation: cost of exporting, Taxes, tariffs & Administrative costs, Exchange rate
- 3.3. Price control: Approaches to lessening price escalation, Leasing in international markets
- 3.4. Currencies and foreign Exchange- Money, Foreign Exchange Market, Foreign exchange rate and its system, Evaluation of floating rates

**4. International Promotions****(8)**

- 4.1. Promotion Decisions: Complexities and issues; International advertising
- 4.2. Role of Export Promotion Organizations, Trade fairs and Exhibitions
- 4.3. International Marketing Communication: Major Decisions, Communication Mix, Problems in International Marketing Communication
- 4.4. International Personal selling, Sales promotion and public relations.

**5. International Distribution****(8)**

- 5.1. Distribution Channels: Policy, issues, Functions & types of channels;
- 5.2. International Channel conflict & Channel Decision
- 5.3. Functional Excellence in Distribution Planning
- 5.4. International logistics decisions & Management, Developing logistic Strategy

**6. Export Management****(6)**

- 6.1. Export procedure & Documentation, Certificate of Origin, Modes of payments- LOC, Forfeiting agents, Cross Border Factoring, Bankers Acceptance (BA), Counter Trade
- 6.2. EXIM policy of India

**REFERENCE BOOKS:**

1. International Marketing – Cateora, Graham, Salwan – Tata McGraw Hill
2. Global Marketing Management by Keegan - Pearson
3. International Marketing: Text & Cases – Francis Cherunilam – Himalaya
4. International Marketing: Text And Cases - Justin Paul & Ramneek Kapoor – Tata McGraw Hill
5. International Marketing – Rajgopal – Vikas Publications
6. International Marketing – Rajendra Nargundkar – Excel Books
7. International Marketing – R Shrinivasan – Prantice Hall
8. Global Marketing: Foreign Entry, Local Marketing & Global Mgmt. – Johansson - Tata McGraw Hill
9. International Marketing & Export Management ByAlbaum - Pearson
10. International Marketing - Jain S.C. - CBS Publications, New Delhi
11. International Financial Management- V.K. Bhalla, Anmol Publications
12. International Financial Management- P.G. Apte, Tata McGrahill

# Specialization – C – Human Resource Management

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 304 C - Industrial Relations & Labour Welfare**

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

Required Lectures: 60



## Course Description:

Industrial relations studies the employment relationship. It refers to the relations between the employees and the employer in an industry and covers Code of Discipline, Grievance handling and the matters regulated by law or by collective agreement between employees and employers. It examines various employment situations, not just ones with a unionized workforce. Labor welfare is an extra dimension of industrial relations in as much as it gives satisfaction to the worker that even a fair wage cannot provide. They are based upon current ideas of social justice and employee empowerment. Concern for the human side of industry is one of the fundamentals of a sound personnel policy and providing them social security which helps to maintain their health and morale. The ILO is a United Nations agency, the goal of which is to advance social and economic justice by setting international labor standards.

## Course Objectives:

- To understand the basic concepts of Industrial Relations and Labour Welfare ·
- To develop a holistic understanding of the functioning of the Industrial Relations System ·
- To Study various Industrial Relations practices in the organization
- To understand Grievance handling & collective bargaining.
- To know the relevance and applicability of Labour Welfare in the Industry.

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

CO1: **Identify** and maintain cordial Industrial Relations

CO2: **Solve** and prevent Industrial Disputes

CO3: **Judge** Grievances & handle Collective bargaining effectively

CO4: **Observe** industrial safety and implement labor welfare measures

CO5: **Distinguish** workers through their participation in management and foster quality circles

### 1) Introduction to Industrial Relations

(10)

- a) **Industrial Relations:** Concept, Scope & Objectives of IR, Approaches to IR, Conditions for Congenial IR & Functional Requirement for Sound IR Policy
- b) **Employee Discipline** Concept, Objectives, Need, Red Hot Stove Rule, Principles & Approaches to Discipline, disciplinary procedure
- c) **Trade Unionism-** Types, role, importance & Problems of trade union

### 2) Industrial Disputes-

(08)

- a) Concept, Definition, Causes & Consequences of Industrial Disputes, Types of Industrial Disputes, Prevention of Industrial Disputes- Industrial Dispute Settlement Machinery

### 3) Grievance Procedure & Collective Bargaining

(10)

- a) **Standing Orders** : Objectives and Evaluation of standing orders
- b) **Grievance Procedure-**
  - i) Meaning, Nature & Causes,
  - ii) Steps in Grievance Procedure
- c) **Collective Bargaining –**
  - i) Concept, Objectives, Importance & Need,

- ii) Collective Bargaining Process: Psychological aspects of bargaining, Preparing for negotiations, Bargaining issues, Negotiation, Reaching, ratifying & Administration of the agreement
- iii) Bargaining Strategies
- iv) Collective Bargaining in India & Qualities of Good Negotiator,

**4) Introduction to labour welfare**

**(08)**

- a) Meaning, Importance & Objectives of Labour Welfare.
- b) Types of Labour Welfare Services,
- c) Labour Welfare Officer- Concept, Qualities and Role
- d) Industrial Safety: Industrial accidents, Types & Causes of Accidents, Employee Safety
- e) Industrial Health: Occupational hazards & risks, Protection against health hazards, Industrial health Programme

**5) Workers' Participation in Management (WPM) & Employee Empowerment-**

**(12)**

- a) **Workers' Participation in Management (WPM)** –Meaning and Objectives, Causes of Failure and Forms of WPM, Essentials for Effective WPM
- b) **Employee Empowerment**—Concept, Importance and Need of Employee Empowerment, Characteristics of Empowered Organization, Empowerment Process
- c) **Quality Circles-** Concept, Objectives and Benefits of Quality Circles, Organization Structure of Quality Circles
- d) **India & International Labour Organization** Objectives, Structure of ILO, Impact of ILO on India Labour, Recommendations of ILO

**REFERENCE BOOKS:**

1. Dynamics of Industrial Relation- C B Mamoria- Himalaya
2. Industrial Relations – Venkata Ratnam – Oxford University Press
3. Industrial Relations and Labour Laws by Monappa Nambudhiri ,Selvaraj –McGraw Hill
4. Industrial Relations Trade Union & Labour Legislations by PRN Sinha & Shekher – Pearson
5. Dynamics of Industrial Relations by C. B. Mamoria; Himalaya Publishing House
6. Essentials of HRM & IR by P Subba Rao – Himalaya
7. Labour Welfare Trade Union & Industrial Relations by Puneekar, Deodhar & Sankaran - Himalaya Publications
8. Human Resource Management by K. Ashwathappa – Tata McGraw Hill
9. Industrial Relations in India 2/e – Sen - Macmillan
10. Human Resource Management by Wayne Mondy- Pearson



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper 305-C: Organizational Leadership Change & Development**

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

Required Lectures: 48 hours

**Course description:**

This paper addresses the issues, basic theories and methods associated with organizational Leadership, Change and Development in contemporary organizations. It provides an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Organizational Leadership explores the roles leaders must embrace to run a division, department, or organization: as a beacon who sets direction; an architect who aligns talent, systems and structure, and culture; and a catalyst who drives innovation and change. It also addresses how leadership influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Through this paper the students will be able to gain a clearer understanding of the leadership style required for a particular situation and also how to prepare for the next phase of leadership journey.

**Course Objectives:**

- To study dimensions of Leadership at work
- To get in depth knowledge about Leadership theories
- To understand Organisational Change
- To get knowledge of Organizational Development

**Course Outcomes:**

- CO1. **Describe** the context and utility of leadership
- CO2. **Identify** and **choose** appropriate leadership style
- CO3. **Manage** change successfully
- CO4. **Implement** Organizational interventions for Development of organization

**1. Introduction (10)**

- a) Concept of Leadership
- b) Leadership vs management
- c) Leadership skills
- d) Functions of Leadership
- e) Traits of Leadership
- f) Importance of leadership
- g) Leadership styles
- h) Challenges to the leadership construct
  - i. Leadership as an attribution
  - ii. Substitutes for and Neutralizers of Leadership
  - iii. Online Leadership

**2. Theories of Leadership (10)**

- a) Likert's 4 Systems of management
- b) Fielders Leadership Contingency theory
- c) Hersey-Blanchard's Situational Leadership Theory
- d) Path Goal Theory
- e) Vroom-Yetton Leadership model
- f) Charismatic Leadership Theory
- g) Transformation Leadership Theory
- h) The Ohio State University studies
- i) Blake & Mouton's Managerial Grid

**3. Perspectives on effective Leadership behaviour (10)**

- a) Leaders as mentors
- b) Ethical leadership
- c) Managing Diversity
- d) Leadership in different cultures
- e) The leader's role in shaping and reinforcing culture
- f) Leadership in different types of teams
- g) Current/Emerging issues in leadership
  - i. Team management
  - ii. Women leaders
  - iii. EI and Leadership

**4. Leading Change in organizations (10)**

- a) Meaning, Nature and Importance of Change
- b) Forces for change
- c) Types of Change
- d) The Change process (Kurt Lewin model)
- e) Manager as a Change Agent
- f) Resistance to change
- g) Overcoming resistance to change

**5. Organization Development (08)**

- a) Meaning and objectives of Organization Development
- b) Characteristics of Organization Development
- c) Significance of OD programs
- d) Prerequisites for OD
- e) The OD process
- f) OD interventions: Sensitivity Training, Survey feedback, Process Consultation, Team building, QWL programs, MBO
- g) Benefits & Limitations of OD

**Reference Books:**

1. Organizational Behaviour- Robbins, Judge, Vohra- Pearson Publications
2. Organizational Behaviour- Fred Luthans- McGraw-Hill International editions
3. Organizational Behaviour- Kavita Singh- Pearson Publications
4. Organizational Behaviour- V S P Rao – Excel Books
5. Organizational Behaviour- K Aswathappa- Himalaya Publishing House
6. Organizational Behaviour- Suja. R. Nair- Himalaya Publishing House
7. Organizational Behaviour- Dr. S. Shahjahan, Linu Shahjahan- New Age International Publishers
8. Leadership in Organisations- Gary Yukl



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper 306-C: Strategic Human Resource Management**

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

Required Lectures: 48 hours

**Course Description:**

The course focuses on providing insights to students with respect to strategic challenges related to the Human Resource Department. The course provides the overview of Design & Redesign Jobs and Work System in an organization. It provides the base for the students to effectively Apply Economic value added to organization with respect to Global Competitiveness. It helps the students to gain competitive Advantage through HR.

**Course Objectives:**

- To study the integration of Strategy along with Human Resource Management.
- To understand Employee engagement.
- To study HR as Strategic Value addition Function
- To study role of IT in Strategic HRM

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

- CO1 **Define** the strategic challenges before Human Resource Department
- CO2 **Explain** Design & Redesign Jobs and Work System
- CO3 **Discuss** and implement Strategies for Person - Job and Organization Fit
- CO4 **Apply** Economic value added to organization with respect to Global Competitiveness
- CO5 **Adapt** Information Technology for effective HRM
- CO6 **Determine** competitive Advantage through HR

**1. Strategic Human Resource Management (10)**

- 1.1. Meaning, Definition of SHRM
- 1.2. Strategic HR Vs Traditional HR
- 1.3. Need & Importance of SHRM
- 1.4. Strategic Challenges for HR Manager
- 1.5. HR Strategies
  - 1.5.1. Overall HR Strategy-High Performance Mgt., High Involvement and High Commitment
  - 1.5.2. Specific HR Strategy-Human Capital Management, Performance Management, CSR, Employee Engagement, OD, Knowledge & Talent Management.
- 1.6. Barriers to Strategic HR
- 1.7. HR & Organizational Strategies
  - 1.7.1. HR & Corporate Strategy
  - 1.7.2. HR & Business Strategy
- 1.8. HR Strategy Framework-External Environmental Scan & Internal Capital Assessment

**2. Job Design & Redesigning of Work System (12)**

- 2.1. Job Design-
  - 2.1.1. Concept of Job Design
  - 2.1.2. Approaches to Job Design-Engineering Approach, Human Relations Approach & Socio-Technical Approach
  - 2.1.3. Modern Management Techniques in Job Design-Job Rotation, Job Enrichment, Job Enlargement & Job Sharing
- 2.2. Designing & Redesigning of Work Systems
  - 2.2.1. Approaches to Design Work System-Specialist, Generalist & Strategic

- 2.2.2.Redesigning of Work Systems-Concept & Stages in Redesigning
- 2.3. Organizational Design-
  - 2.3.1.OD Process-Differentiation & Integration
  - 2.3.2.Factors Affecting OD Process
  - 2.3.3.Emerging issues in Organizational Design
- 3. Strategic Staffing & Employee Separation- (12)**
  - 3.1. Strategic Staffing-
  - 3.2. Core Concepts in Staffing
    - 3.2.1.Staffing as a Process
    - 3.2.2.Organization & Job Analysis
    - 3.2.3.Person-Job Fit
    - 3.2.4.Person-Organization Fit
  - 3.3. Strategic Approaches in Staffing-Traditional, Strategy Implementation & Strategy Formation
  - 3.4. Strategic Issues in Staffing
  - 3.5. Employee Separation-Concept
    - 3.5.1.Types of Separation- Separation Initiated by Employee, Retirement & Downsizing
    - 3.5.2.Downsizing-Objectives, Reasons, Process, Areas Affected
- 4. Global Competitiveness & Strategic HR (10)**
  - 4.1. Strategic Procurement: Strategic Recruitment, Strategic Selection
  - 4.2. Strategic Challenges
    - 4.2.1.Managing Talent Surplus
    - 4.2.2.Managing Talent Shortage
  - 4.3. Technology Challenges
  - 4.4. Strategic Dimensions of Performance Appraisal
  - 4.5. A Shift from Appraisal to Performance Management
  - 4.6. Economic Value added
  - 4.7. Organizational Appraisal- Balanced Scorecard (BSC)
- 5. Strategic HR & Information Technology (08)**
  - 5.1. Technologies Affecting HRM
  - 5.2. Human Resource Innovations
  - 5.3. Conventional HRM to Web Based HRM
  - 5.4. Application Software for HR Practices
- 6. Developing HR as Strategic Value addition Function (08)**
  - 6.1. Gaining competitive Advantage through HR
  - 6.2. HR as a Strategic Partner
  - 6.3. The VRIO Framework
  - 6.4. The changing role of HR
  - 6.5. Future Challenges of HR

#### REFERENCE BOOKS:

1. Strategic Human Resource Management by Jeffrey Mello.- Pearson
2. Strategic Human Resource Management by Truss Et Al Oxford University Press
3. Strategic Human Resource Management by Rajeesh Viswanathan – Himalaya
4. Strategic Human Resource Management by Armstrong – Kogan Page
5. Strategic Human Resource Management by Rajib Dhar – Excel Books
6. Strategic Human Resource Management by Greer - Pearson
7. Human Resource Strategy by Dreher & Dougherty – Tata Mcgraw Hill
8. Human Resource Management: A South Asian Perspective – Mathis, Jackson & Tripathy - Cengage
9. Managing Human Resources By Fisher- Cengage Learning



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper 307-C: Labour Laws**

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

Required Lectures: 48 hours

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**Course Description**

The course is designed to impart basic knowledge about the labour law system. Students pursuing the course learn about the legal skills and practices prevailing in the field. The course deals with various laws and statues established to regulate the working condition of laborers in the country.

**Course Objectives:**

- To study various labour laws applicable to Indian industries
- To understand various benefits available under Labour Laws

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

CO1: **Apply** various acts under labour law.

CO2: **Understand** the labour, wages and social security legislation in India.

CO3: **Analyze** different rule and regulation applicable to labour in India.

CO4: **implement** amendments in Law related to Labour and Industry.

**Unit – I LABOUR LEGISLATIONS IN INDIA (10)**

Evolution of Labour Law in India-Need for Labour Legislation in India— Objectives—Principles of Labour Legislation— Social Justice—Social Equity—National Economy—International Uniformity—The Classification of Labour Laws—Purpose—Legislature—Period of Enactment.

- A) **The Factories Act, 1948**—Main Provisions of the Act—Health and Hygiene —Safety Provisions - Welfare Provisions, Powers of Inspectors- Health & Hygiene assurance- Safety Assurance & Welfare Assurance- Working hours & Leave with Wages
- B) **The Contract Labour (Regulation and Abolition) Act, 1970:** Advisory Boards- Registration of establishments- prohibition of contract labour- licensing of contractors- Welfare and health of Contract Labour- Penalties and Procedure- Powers of Inspectors
- C) **INDUSTRIAL DISPUTES ACT 1947:** Dispute Settlement Authorities Under the Act —Works Committee [Sec. 3] — Conciliation Officer [Sec. 4] —Conciliation Board [Sec. 5] —Court of Enquiry [Sec. 6] —Adjudication —Arbitration—Awards (Decree) [Sec 16, 17, 17a] —Period of Operation of Settlements and Awards. [Sec 19]

**Unit – II WAGES LEGISLATIONS IN INDIA (10)**

Features of Wage Policy- Types of Wages- Fixation of Minimum Wage Rate in India.

- A) **Minimum Wages Act, 1948:** Object and scope the act, Important definitions, Compliances under the act- Cost of Living Allowance- Variable Dearness Allowance- Obligation of employers- Advisory board- Central advisory board- Authority claims, Offences and penalties,
- B) **The Payment of Wages Act, 1936:** Application of The Act—Meaning of Wages—Responsibility for Payment of Wages—Wage Period for Payment of Wages—Deductions from Wages Allowable Under the Act—Maintenance of Registers and Records—Rights of Employees—Penalties

- C) **The Payment of Bonus Act, 1965:** Eligibility for Bonus—Calculation for Working Days in an Accounting Year—Disqualification for Bonus—Minimum and Maximum Bonus Payable—Time Limit for Payment—Calculation of Bonus—Duties / Rights of Employer—Recovery of Bonus Due—Offences and Penalties.
- D) **The Equal Remuneration Act, 1976:** Equal Pay for Equal Work- No discrimination to be made while recruiting Men and Women- Exceptions
- Claims and Complaints- Penalties- Maintenance of Register-Case-Law.

**Unit – III SOCIAL SECURITY LEGISLATIONS IN INDIA - Part 1 (10)**

- A) Employee State Insurance Act, 1948:** Introduction to The Act—Origin— Objectives—Definitions— Applicability—Areas Covered—Administration of The Act—Registration—Employers' / Employees' Contribution—Benefits Under the Scheme—Obligations of Employers—Records to Be Maintained for Inspection by ESI Authorities—Employees Insurance Court—Reforms.
- B) Employees Provident Fund and Misc. Provisions Act, 1952—**  
 Applicability— Schemes Under the Act—Membership—Contribution To EPF—Duties Of Employer— Benefits To Employees—Payment Of Gratuity Act, 1972— Objective Of The Act —Scope And Coverage —Administration— Responsibility Of The Employer.
- Employees' provident funds scheme, 1952 –** Applicability, contributions, nomination, benefits and offence, Special provisions for newspaper Employees, Cine Workers, Employees with disability, International worker
- Employees' pension scheme, 1995 –** Applicability and benefits
- Employees' Deposit-linked insurance scheme, 1952-** contributions and benefits
- C) Payment of Gratuity Act, 1972:** application of the act, Important definitions —When Gratuity is payable— Amount of gratuity payable— Forfeiture of Gratuity—Controlling authority and the appellate authority—Obligations and rights of the employer—Compliances under the act.

**Unit – IV SOCIAL SECURITY LEGISLATIONS IN INDIA - Part 2 (10)**

- A) The Workmen's Compensation Act, 1923:** Act Does Not Apply Where Workman Covered Under ESI Act—Employees Entitled to Compensation—Employers Liability for Compensation (Accidents) — Definition of Disablement—General Principles of the Act
- B) Maternity Benefit Act, 1961 and Paternities' Amendments**  
 Applicability of The Act—Important Definitions Under the Act—Persons Entitled To Maternity Benefit— Notice Of Claim For Maternity Benefit—Dismissal During Absence On Account Of Pregnancy— Punishment Under The Act — **Paternities' Amendments for Central / state Government and various sectors.**
- C) Child Labor (Prohibition and Regulation) Act, 1986:** National Policy for Children, 1974 —ILO's Conventions and Recommendations—Provisions of Constitution —Observations and Recommendations of Commissions and Committees —Child Labor (Prohibition and Regulation) Act, 1986 (Main Provisions) —An Assessment —Certain Subsequent Developments.
- D) Vishakha Amendments – A Legal Perspective:** Anti Sexual Harassment Laws /Guidelines in India— Constitutional Provision—Legal Provisions for working women—Legislative Measures —The Sexual Harassment of women at their work place (prevention)bill, 2000. —The Prevention of Sexual Abuse of women at their work place bill, 2001. —Prevention of Sexual Abuse & Harassment of women & girls at work place bill, 2002. —The Sexual Harassment of women at work place (Prevention, Prohibition, Redressal) Act 2013.

**Unit – V The Trade Union Act and Union Negotiations (04)**

- A) The Trade Union Act, 1926** Introduction—Application for Trade Union Registration

—Provisions in the rules of Trade Union—Registration and Cancellation of the Trade Union—Appeal of trade Union—General Funds of Trade Union—Criminals Conspiracy in Trade Disputes

**b) Union-Management interaction-** contract negotiation, contract administration— informal joint constitution, parallel negotiation—Indian Scheme of Worker’s Participation

**C) Voluntary Retirement Schemes**

- a. Guidelines for Voluntary Retirement Schemes
- b. Negotiations and Implementation

**Unit – VI law related to Industrial Environment:**

**(04)**

**A) The Environment (Protection) Act, 1986—** Introduction & Purpose

**B) The Water (Prevention and Control of Pollution) Act, 1974 —** Introduction & Purpose

**C) The Air (Prevention and Control of Pollution) Act, 1981—** Introduction & Purpose

**REFERENCE BOOKS:**

1. Labour Industrial laws- Dr.V.G.Goswami, Central Law Agency.
2. Labour Laws- Taxmann, Taxmann.
3. Labour Law- S. D. Geet, Nirali Prakashan
4. Industrial Relations – T. N. Chhabra, R. K. Suri, Dhanpat Rai & co.
5. Labour Laws for managers- B. D. Singh, Excel
6. Labour Law: A Practical Guide to Manage Day to Day Labour Problem: S.R. Samant :Labour Law Agency : Mumbai
7. Labour & Industrial Law: Prof Dr Rega Surya Rao: Andhra Law House:Visakhapatnam
8. Labour Laws for Managers: B. D. Singh:Excel Books

## D: Production and Operations Management

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon



(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**304D: World Class Manufacturing & Process Management**

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

Required Lectures: 48 hours

### Course Description

This course explains the Management of manufacturing units, new trends adopted in manufacturing units, how technology plays an important part in Manufacturing unit, collaboration of technology with innovation which help to form innovative Manufacturing system, the safety measures followed in industry.

### Course Objectives:

- To aware the current knowledge about the manufacturing trends in industries.
- To study the innovative methods of Manufacturing Systems.
- To view the Importance of Maintenance Management in Industry.
- To Analyze the Safety measures followed in Industry.

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

- CO1. **Understand** recent trends in manufacturing.
- CO2. **Demonstrate** the relevance and basics of World Class Manufacturing.
- CO3. **Analyze** the innovative ways adopted in manufacturing.
- CO4. **Understand** the safety measures followed in production units

### Unit – I Manufacturing Management (5)

- 1.1 Introduction to Manufacturing Management
- 1.2 Principles of Manufacturing Management
- 1.3 Manufacturing activity scheduling
- 1.4 Manufacturing resource planning
- 1.5 Current Trends in Manufacturing in India

### Unit- II World Class Manufacturing & Technology Transfer (10)

- 2.1. Evolution, Principles & Strategy of WCM
- 2.2. Japanese approach towards WCM
- 2.4. Characteristic of Re-engineered process.
- 2.6. Software in use, Problems of implementation on the system.
- 2.7. Optimized Production Technology (OPT),
- 2.8. Automation in Design and manufacturing, Role of Robotics etc.
- 2.9 Industry 4.0 & WCM.
- 2.10. Definition and Classifications of Technology Transfer
- 2.11. Channels of technology Flow
- 2.12 International Technology Transfer
- 2.13 Intra-firm Technology Transfer
- 2.14 Issues related to technology transfer

### Unit- III Innovative Manufacturing System (8)

- 3.1. Lean Manufacturing: Concept, Tools & Techniques, Advantages And Disadvantages
- 3.2. Flexible Manufacturing System: Different production system of FMS & its Configuration

- 3.3. Group Technology: Concept & applications of GT
- 3.4. Cellular Manufacturing System: Concept
- 3.5. Agile Manufacturing: Concept
- 3.6. Smart Manufacturing Technology.

**Unit- IV Process Management**

**(10)**

- 4.1. Processes: Meaning, Types & Scope
- 4.2. Process planning and selection
- 4.3. Process Modelling, Analysis & Design
- 4.4. Major process decisions
- 4.5. Process Measurement & Metrics
- 4.6. Process Improvement: Methods – Kaizen Umbrella, Process Management tools
- 4.7. Process Management tools & Techniques: Design of Experiments (DOE), Taguchi Method, Quality Function Deployment (QFD), Single Minute Exchange of Die (SMED), Visual Control (VC)
- 4.8. Product Design Concepts: Design for manufacture (DFM), Design for Assembly (DFA), Design for Operations (DFO)

**Unit- V Maintenance Management**

**(8)**

- 5.1. Maintenance Function, Types and Strategies
- 5.2. Maintenance economics
- 5.3. Spare Parts Management: Types of Spares & Inventory Planning for Spare Parts
- 5.4. Measurement of Maintenance performance:
  - 5.4.1. Total Productive Maintenance
  - 5.4.2. Concept of Reliability, Reliability Improvement
  - 5.4.3 Maintenance Planning & Control

**Unit- VI Management of Industrial Safety**

**(7)**

- 6.1. Industrial Safety scope & Significance.
- 6.2. Safety programs and organization
- 6.3. Causes, problems and sources of industrial accidents
- 6.4. Theory of accident occurrences
- 6.5. Accident prevention and control
- 6.6. Investigation and Analysis of accident
- 6.7. Duties of plant supervisor and safety inspector
- 6.8. Industrial Safety using innovative & Proactive Strategies.

**REFERENCE BOOKS:**

1. Production & Operation Management – S N Chary.
2. Production & Operation Management – Panneerselvam, R.
3. Operation Management – William J. Stevenson
4. Operations Management - B Mahadevan – Pearson
5. Management of Technology by Tarek Khalil – TMH
6. System Thinking – Martin J. Brokman
7. Flexible Manufacturing System – H K Shivanand, M M Benal & V Koti.
8. Smart Manufacturing Innovation and Transformation: Interconnection and Intelligence – ZongWei Luo.



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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 305D: Management of Technology**

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

Required Lectures: 48 hours

### **Course Description**

This course is concerned with Management issues surrounding the technology being used in organization. The focus will be on theoretical & practical aspects of Management of technology in organization. This course is also concerned with Human & organizational issues as well as strategic and operational issues related to technology introduction & use.

### **Course Objectives:**

- To study the use of technology in manufacturing Sector.
- To study the impact of technology on human and society.
- To study the evolutionary changes of technology management in manufacturing sector.

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

- CO1. **Explain** the key concepts and the dynamics of technology as used in business.
- CO2. **Discuss** the Management issues related to technology acquisition, application, protection and maintenance.
- CO3. **Analyze** and formulate technology policies and strategies for business organization.
- CO4. **Understand** how to manage ideas & knowledge in technology based organizations.
- CO5. **Facilitate** organizational change and sustainable improvements at the enterprise level through competitive work system.

### **Unit – I Introduction to Technology Management: (08)**

- 1.1. Introduction to key concepts of technology Development.
- 1.2. Sources & Types of Technology.
- 1.3. Changing context of technological environment.
- 1.4. Strategic implications of Technology
- 1.5. Needs assessment of Technology

### **Unit- II Competitive advantages through new technologies: (08)**

- 2.1. Product development – from scientific breakthrough to marketable product –
- 2.2. Role of Government in Technology Development.
- 2.3. Linkage between technology, development and competition,
- 2.4. Managing research and development (R&D),
- 2.5. Managing Intellectual Property.
- 2.6. Industrial Analysis & Technology Planning

### **Unit – III Technological Forecasting & Assessment (10)**

- 3.1. Technological Forecasting & Assessment:
  - (a) Changing Context of Technological Environment.
  - (b) Technological Forecasting.
  - (c) Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram
- 3.2. Technology Assessment:

- (a) Technology Choice, Technological leadership & fellowship.
- (b) Technology Acquisition. Meaning of Innovation and creativity,
- (c) Innovation management

**Unit- IV Technology strategy.**

**(08)**

- 4.1. Strategic Management of Technology.
- 4.2. Framework for formulating technology strategy,
- 4.3. Financial aspects of in technology Management.
- 4.4. Technology diffusion and absorption:
  - (a)Rate of Diffusion; Innovation Time and Innovation Cost
  - (b) Speed of Diffusion.
  - (c)Project management in adoption and implementation of new technologies.
- 4.5. Technology transfer, licensing, Joint venture, technology alliance.

**Unit – V Human Aspects in Technology Management**

**(08)**

- 5.1. Integration of People and Technology,
- 5.2. Organizational and Psychological Factors,
- 5.3. Leadership & Change Management.
- 5.4 Performance Appraisal & Counselling.

**Unit – VI Social Issues in Technology Management:**

**(06)**

- 6.1. Technological Change and Industrial Relations,
  - 6.2. Technology Assessment and Environmental Impact Analysis.
- Note (if Any):

**REFERENCE BOOKS:**

1. Management of Technology - Tarek Khalli - McGraw-Hill.
2. Management of Technology: The Key to competitive and wealth creation. New Delhi. – Khalil, T. Tata McGraw- Hill.
3. Management of Technology & Innovation: Competing through Technological Excellence – Rastogi, P.N. – Sage Publications.
4. Strategic Management of Technological Innovation – Schilling, M. – McGraw Hill.
5. Managing Technological Innovation - Twiss, B. -. Pitman.
6. Strategic Management of Technology & Innovation - Burgelman, R.A., M.A. Madique, and S.C. Wheelwright -. Irwin.
7. Strategic Management of Technology and Innovation – Burgelman, R.A, Christensen, C. M., & Wheelwright – McGraw Hill.



### Course Description

This course provides a unique opportunity to understand the international Logistics Management process in relation to the rest of the enterprise in a competitive situation. Provides an introduction as well as up-to-date information in the logistics and supply chain management fields. This course also concerned with the various concept that are used in logistics and supply chain management. Course also explain the role of information technology in SCM.

### Course Objectives:

1. To Study the importance and major decisions in Logistics and supply chain management for gaining competitive advantage.
2. To Study how supply chain drivers play an important role in redefining value chain excellence of Firms.
3. To develop analytical and critical understanding & skills for planning, designing and operations of supply chain and logistics.
4. To study the role of information technology in SCM.

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

- CO1. **Develop** an in-depth understanding of logistics operating areas and their interrelationship.
- CO2. **Appreciate** the importance of logistics management in achieving integration.
- CO3. **Understand** how logistics can become an important tool to reach goals of cost reduction and enhance customer service.
- CO4. **Analyze** how supply chain decisions related to facility location can be applied to various industries and designing the supply chain.
- CO5. **Apply** various techniques of inventory management and their practical situations.

### Unit – I Introduction to Supply Chain Management

(06)

- 1.1 Definitions and concept of Supply Chain management.
- 1.2 Importance, Nature and Scope of SCM
- 1.3 Process view of SCM
- 1.4 Roles of Supply Chain Management in Organization
- 1.5 Barriers to Effective Supply Chain Management
- 1.6 Model and Future of Supply Chain Management
- 1.7 Functional to Process Integration (Vertical to Virtual Integration)

### Unit – II Logistic Management

(08)

- 2.1 Definition, Objective Functions & Scope
- 2.2 Supply Chain Management and Logistics Management
- 2.3 Comparison between National (Domestic) and International Logistics
- 2.4 Logistical competence, competitiveness and competitive advances
- 2.5 Logistic for business excellence
- 2.6 Role of Logistic in Supply Chain
- 2.7 The Global Logistics Operator
- 2.8 Factors Contributing to the Development of Logistics

**Unit – III Supply chain management in the light of Strategic Alliance (08)**

- 3.1 Strategic Alliance
  - 3.1.1 External Partnership
  - 3.1.2 Level of Logistics Partnership
  - 3.1.3 Logistics Partnership Decision
- 3.2 Model for Strategic Alliance Development
- 3.3 Trust and Challenges to Strategic Alliance
  - 3.3.1 Developing Trusting Relationships
  - 3.3.2 Challenges to Strategic Alliance
- 3.4 Third Party Logistics
- 3.5 Fourth Party Logistics

**Unit – IV Logistic Mix -I (10)**

- 4.1 Warehousing
  - 4.1.1 Concept & Functions
  - 4.1.2 Warehouse Options
  - 4.1.3 Warehouse Site Selection & Layout Design
  - 4.1.4 Warehouse Costing
  - 4.1.5 Warehousing Strategies
- 4.2 Material Handling Systems
  - 4.2.1 Role of Material Handling
  - 4.2.2 Material Handling Guidelines
- 4.3 Material Storage Systems
  - 4.3.1 Storage Principles
  - 4.3.2 Benefits of Storage Design
  - 4.3.3 Storage Methods

**Unit – V Logistic Mix -I (10)**

- 1.1 Transportation
  - 1.1.1 Transportation Infrastructure
  - 1.1.2 Freight Management
  - 1.1.3 Factors influencing Freight cost
  - 1.1.4 Transportation Network
  - 1.1.5 Route Planning
- 1.2 Logistical Packaging
  - 1.2.1 Consumer Vs Logistic Packaging
  - 1.2.2 Packaging as Unitization
  - 1.2.3 Design Considerations
  - 1.2.4 Packaging Materials
  - 1.2.5 Packaging Cost
- 1.3 Logistic Information system (LIS)
  - 1.3.1 Logistic Information Needs
  - 1.3.2 Designing Logistic Information system
  - 1.3.3 Desired Characteristic of LIS

**Unit – VI Customer Service And Demand Management (06)**

- 6.1 Relationship between customer and demand management
- 6.2 Customer service for competitiveness
- 6.3 Customer service phase
- 6.4 Service attributes
- 6.5 Customer service strategy

## REFERENCE BOOKS:

1. Supply Chain Logistics Management - Donald Bowersox , David Closs, M. Bixby Cooper – Tata McGraw Hill
2. Logistics Management- Ganpathi & Nandi -Oxford University Press
3. Logistic Management by V.V.Sople- Pearson
4. Logistic & Supply chain management by K.Shridhara Bhat – Himalaya
5. Exploring the supply chain by Upendra kachru – Excel books
6. Supply Chain Management – N. Chandrasekaran – Oxford University Press
7. Supply chain management by Janat Shah - Pearson
8. Logistical Management by Donald Bowersox , David Closs – Tata McGraw Hill
9. Supply chain management Concept and cases by Rahul V. Altekar - PHI
10. Global Supply chain and Logistics Management – Nguyen Hoang Tien, Dinh Ba Hung Anh and Tran Duy Thuc– Academic Publications – E-BOOK ISBN: 978-81-944644-0-2



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: 307D: Operations Research

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

Required Lectures: 48 hours

### Course Description

The course aims at building capabilities in the students for analyzing different situations in the industrial/business scenario involving limited resources and finding the optimal solution within constraints. The objective of this course is to enable the student to understand and analyses managerial problems to equip him to use the resources such as capitals, materials, productions, controlling, directing, staffing, and machines more effectively.

### Course Objectives:

1. To get knowledge about the scope and application of operations research in business and industry
2. To learn the applications of OR in business decision making through OR models.
3. Exposes the student to use of various scientific tools and models

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

- CO1. **Remember** Operation Research, feature and scope of OR.
- CO2. **Apply** LPP model in appropriate real-life scenarios and Solve LPP using appropriate techniques and optimization solvers, interpret the results obtained.
- CO3. **Analyze** special case of LPP, Transportation, Assignment Problem sand apply inappropriate business situation. **Analyze** pure and mixed strategy games.
- CO4. **Enable** the students to generate mathematical models of business scenarios that are needed to solve optimization problems.
- CO5. **Introducing** students to the advanced methods for large-scale transportation and assignment problems.
- CO6. **Apply** Operation Research Techniques to data sets, and correctly interpret the results.

### Unit – I Introduction to Operations Research (08)

- 1.1. Origin and growth of OR
- 1.2. Definitions, Features & Scope of Operations Research
- 1.3. Role of Operations Research in Managerial D/M
- 1.4. Types of Operations Research Models
- 1.5. Limitations of OR

### Unit – II Linear Programming (08)

- 2.1. Introduction to applications of operations research in functional areas of management.
- 2.2. Mathematical Formulation of LPP
- 2.3. Requirements of LPP
- 2.4. Graphical and Simplex Methods to Solve Linear Programming Problems
- 2.5. Case Studies of LPP
- 2.6. Advantages and Limitations of LPP.

### Unit – III Transportation Model (08)

- 3.1. Formulation of Transportation Problem.
- 3.2. Methods of Finding Initial Solution.
  - 3.2.1. North-West corner rule
  - 3.2.2. Row Minima Method
  - 3.2.3. Column Minima Method

- 3.2.4. Least Cost Method
- 3.2.5. Vogel's Approximation Method

**Unit – IV Assignment Model (08)**

- 4.1. Comparison with Transportation Model
- 4.2. Formulation of Assignment Model
- 4.3. Hungarian or reduced Matrix Method

**Unit – V Decision theory and Game Theory (08)**

- 5.1. Decision Theory
  - 5.1.1 Concepts of decision making
  - 5.1.2 Decision making under uncertainty
  - 5.1.3 Decision making under risk
  - 5.1.4 Decision tree analysis and Case discussion.
- 5.2. Game Theory
  - 5.2.1. Competitive Games
  - 5.2.2 Terminology
  - 5.2.3. Rules for games theory
  - 5.2.4. 2X2 Games, 2X3 Games, 3X3 Games

**Unit – VI Inventory Models (08)**

- 6.1 Necessity for Maintaining Inventory
- 6.2. Inventory Costs
- 6.3. Inventory Models with Deterministic Demand
  - 6.3.1. Model EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

**REFERENCE BOOKS:**

1. Operations Research by V.K.Kapoor - Sultan Chand & Sons
2. Quantitative Techniques in Management by Vohra – Tata McGraw Hill Company
3. Operations Research by D.S Heera & P.K.Gupta - S.Chand & Sons
4. Operations Research by Natarajan - Pearson
5. Quantitative Techniques in Management by Jaishankar – Excel Books
6. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: Laxmi Publications, 2013.

# E : Information Technology & Systems Management



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 304 E: Software Engineering**

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

Required Lectures: 48 hours

## Course Description

This course teaches about the power of the Software Development Lifecycle (SDLC). The system administrators or engineers will gain the knowledge of the data modelling tools, Documentation, software requirement specifications and overview of interface designing, basics of software testing and maintenance

## Course Objectives

- To understand various concepts related to systems
- To study System documentation techniques
- To understand the basics of software testing and maintenance

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

**CO1: Define** the software engineering terms

**CO2: Memorize and Compare** System Development Life Cycle

**CO3: Implement** data modelling and documentation techniques

**CO4: Identify** testing and maintenance of software

### Unit-I System Concept (04)

- 1) Definitions, Types of Systems, Characteristics and elements of System
- 2) Role of Software Engineer/Analysts/Users in the various phases of Systems
- 3) Software engineering Definition

### Unit-II Systems Development Life Cycle (12)

- 1) Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design,
- 2) Testing, On-site Implementation and Maintenance, Fact Finding Methods
- 3) SDLC Model - Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented

### Unit-III Process & Data Modeling (10)

- 1) Data Flow Diagrams
- 2) Data Modeling - Entity Relationship Diagrams
- 3) Computer Aided Software Engineering (CASE)
- 4) Database Design

### Unit-IV System Documentation Techniques (10)

- 1) Software requirement specification
- 2) System Flow Charts; Functional Decomposition
- 3) Diagrams; Structured Flow Charts (N-S Diagrams)
- 4) Logic Representation Techniques:
  - a) Decision Trees
  - b) Decision Tables
  - c) Pseudo code and Structured English

### Unit-V Users Interface Design (08)

- 1) Golden Rules
- 2) User interface analysis And design
- 3) Interface Analysis
- 4) Interface Design Steps
- 5) Design Evaluation

**Unit-VI Software testing & maintenance**

**(04)**

- 1) Software Validation, Software Verification
- 2) Types of Testing
- 3) Basic of software maintenance,
- 4) Types of maintenance,
- 5) Maintenance Activities
- 6) Reverse Engineering

**REFERENCE BOOKS:**

1. Software Engineering by Roger Pressman
2. Software Engineering by K.K. Agrawal and Yogesh Agrawal, New Age International Publishers
3. Analysis & design of Information system by James A. Senn, McGraw Hill International editions
4. System Analysis & Design by Rahul Mishra, Anshu K. Chauhan, Pragati Prakashan
5. Software Engineering by Jawadekar, Tata McGraw Hill Education (India) Pvt. Ltd.
6. Software Engineering: Principles and Practices by Rohit Khurana, Vikas Publishing House Pvt. Ltd.



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: 305 E: IT Asset Management

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 IT Asset Management. The main focus of this course is to introduce the ITAM lifecycle and workflows and define the key roles within the ITAM disciplines. This course describes the ITAM Tools and ISO standards for ITAM. This course also covers the main areas of ITAM such as HAM, SAM, SEAM and PINAM.

### Course Objectives:

- To understand the basic concept and purpose of ITAM.
- To study the ITAM Tools and Procedures
- To get the knowledge about Software and Hardware Asset Management (SAM & HAM).
- To understand services and cloud asset management.
- To study people and information asset management.

### Course Outcomes:

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

- CO1. **Understand** the basics of IT Asset Management.
- CO2. **Explain** the life cycle of IT Asset Management.
- CO3. **Identify** the key roles of IT managers.
- CO4. **Demonstrate** the fundamentals of SAM and HAM.
- CO5. **Describe** the concepts SEAM and PINAM.

### Unit – I. Introduction to IT Asset Management (ITAM) (10)

- 1.1 Concept and Types of IT Asset
- 1.2 Definition and Objectives of IT Asset Management,
- 1.3 Need and Importance of ITAM,
- 1.4 IT Asset Life Cycle
- 1.5 Types of IT Asset Management
- 1.6 Role of IT Asset Manager
- 1.7 Challenges and Benefits of ITAM

### Unit – II. ITAM Tools & Procedure (08)

- 2.1 IT Asset Management Tools
- 2.2 ITAM Processes
- 2.3 ISO Standards for ITAM
- 2.4 ITAM Policy and its Role

### Unit – III. Software Asset Management (SAM) (08)

- 3.1 Definition and objectives of SAM
- 3.2 Importance of SAM
- 3.3 Origin and History of SAM
- 3.4 Life Cycle of SAM
- 3.5 Role of SAM in Business

### Unit – IV. Hardware Asset Management (HAM) (08)

- 4.1 Concept and Purposes of HAM
- 4.2 Importance of HAM
- 4.3 Hardware Asset Life Cycle
- 4.4 Mobile device (asset) management aspects of HAM
- 4.5 Benefits of HAM

**Unit – V. Services and Cloud Asset Management (SEAM)****(08)**

- 5.1 Concept of Services and Cloud Services
- 5.2 Definition and Objectives within Services and Cloud Asset Management (SEAM)
- 5.3 Value of Cloud Asset Management
- 5.4 Benefits from Services and Cloud Asset Management (SEAM)

**Unit – VI. People & Information Asset Management (PINAM)****(06)**

- 6.1 Definition and concept of People and Information Asset
- 6.2 Objectives of People and Information Asset Management (PINAM)
- 6.3 BYOD in a People and Information Management perspective

**REFERENCE BOOKS:**

- 7. IT Asset Management – A Pocket Survival Guide – Martyn Hobbs – IT Governance Publishing – ISBN - 9781849282925, 9781849282925
- 8. Practical ITAM – The Essential Guide for IT Asset Managers – Martin Thompson – Published by: The ITAM Review, ISBN: 9781547011216.
- 9. Software Asset Management: Understanding and Implementing Practical Solutions – Prafulla Varma & Kalyan Kumar, ISBN-13 : 978-0692324264
- 10. An IT manager's Guide to Hardware Asset Management – Laurence E Tindall – ISBN-9781729316900, Independently Published.
- 11. ITIL Guide to Software and IT Asset Management – Axelos – Published by: TSO, ISBN: 9780113315499.
- 12. Software Asset Management: What is It and Why do we need it? – Carl A Bolton – Software Asset Publishing, Chicago.
- 13. Guidance for IT Asset Management (ITAM)-Step by step Implementation Guide – Kiran Kumar Pabbathi – Publisher: Servicemanagers.org, ISBN – 13- 978-0991320509.



# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: 306 E: RDBMS Using SQL Server

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

Required Lectures: 48 hours

## Course Description

The course provides the framework for managing database systems using SQL. This covers the concepts of database models, SQL simple and complex queries using functions and programming language SQL procedures and functions. This course provides concepts about entity relationship diagram and decomposing the database using normalization.

## Course Objectives:

- To prepare students in using and managing databases using SQL Server
- To learn the use of SQL statements for creating, updating and reviewing databases
- To know the use of functions and data control

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

**CO1: Gain** insight into Database Systems and describe Data Models.

**CO2: Write** SQL statement for managing databases.

**CO4 Illustrate** and discuss aggregate functions.

**CO5 Formulate** complex queries in SQL.

**CO6 Execute** data control using data control language

## Unit – I Database Systems & Data Models (10)

- 1) Basic concepts of DBMS & RDBMS
- 2) Database Models (Relational Model, Network Model, Hierarchical Model)
- 3) ER Model
- 4) Keys: Super, Candidate, Primary, Foreign Key
- 5) Codd's Rules
- 6) Normalization and Normal forms: 1 NF, 2 NF, 3 NF

## Unit – II Introduction to SQL Server

- 1) SQL Server editions
- 2) Installation of SQL Server
- 3) Starting and Stopping SQL Server Instances / Services
- 4) Types of System Databases in SQL

## Unit – III Introduction to SQL (Structured Query Language) (10)

- 1) Data Types in SQL Server
- 2) Basic Structure
- 3) DDL Commands
- 4) DML Commands
- 5) Creating table using different constraints like Primary Key, Foreign Key, Check, NOTNULL
- 6) Alter Table, Drop Table
- 7) Creating user, granting privileges, revoking privileges

## Unit – IV Working with queries (10)

- 1) Understanding Select Statement and Usage of Top, Distinct, Null etc...keywords Using String and Arithmetic Expressions

- 2) Exploring Where Clause with Operators ∞ Using Advanced Operators
- 3) Sorting data using Order By clause
- 4) Working with basic of Sub Queries

#### **Unit – V Aggregate Functions and Joins**

- 1) Using functions in Queries
- 2) Count, Sum, Min, Max, Avg Group By and Having Clause
- 3) Using Group By with Rollup and Cube
- 4) Inner Join
- 5) Outer Join

#### **Unit – VI Data Control language (DCL)**

- 1) Creating Users & Roles
- 2) Granting & Revoking of Roles & privileges
- 3) Managing using Management Studio

#### **REFERENCE BOOKS:**

1. Learning SQL by Alan Beaulieu O' Reilly
2. SQL Primer An accelerated introduction to SQL basics by Rahul Batra, Apress
3. SQL Server Black Book, Kogent Learning Solutions, Dreamtech Press
4. Beginning SQL Server 2012 Administration by Robert Walters and Grant Fritchey

#### **LIST OF PRACTICAL**

##### **Note:**

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

1. Create a table, Insert 10 Records into it. Also perform alter table
2. Demonstrate simple SQL queries
3. Create table with various constraints, insert records and also perform alter, update, delete etc.
4. Demonstrate Aggregate functions
5. Demonstrate the use of Group By and Having Clause
6. Demonstrate Joins and nested queries.



# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

### SEMESTER: III

#### Paper: 307 E: Web Designing using HTML, CSS & Java Script

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

Required Lectures: 48 hours

#### Course Description

In this course basics of webpage designing is covered. Students will learn to design a web page static as well as dynamic. With the help of bootstrap and javascript they will be able to develop websites.

#### Course Objectives:

- To gain the basic knowledge of HTML & Website Management
- To understand the Website Development, & Email Management.

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

**CO1: Design and develop** simple web pages

**CO2: Prepare and organize** web pages

**CO3: Develop** web pages using javascript

**CO4: Create** dynamic Website

#### Unit - I Introduction of HTML

(05)

- 1) HTML Structure
- 2) Basic HTML Tags: Heading, Text formatting tags,
- 3) Marquee tags
- 4) Changing Background with color and images,
- 5) List

#### Unit - II Working with Tables, Links, Graphics, Forms

(08)

- 1) Text-Based Navigation, Contextual linking, Using Graphics for navigation & Linking
- 2) Understanding table basics, using table elements, Formatting Tables
- 3) Understanding graphics file formats, Using<img>, working with images and color, applying background properties

#### Unit - III Forms

(08)

- 1) Understanding Form Syntax, Creating input objects
- 2) <form>, <input>, <select>, <option>, <textarea>, <button>, <label>, <optgroup>

#### Unit – IV Bootstraps

(08)

- 1) Introduction
- 2) Colors, images, Tables, Buttons
- 3) Forms- Menus, floating Labels

#### Unit - V Working with CSS (Cascading Style Sheets) (08)

(08)

- 1) Style & Types of styles-Internal/External Style Sheets.
- 2) Using <Div> and <Span>
- 3) CSS Font Properties , Creating Font and Text Properties Style Sheets d. Controlling color & image properties with css

#### Unit - VI Introduction to Javascript

(08)

- 1) Uses of Java Script
- 2) Variables, datatypes, operators
- 3) Control statements(if, switch, loops
- 4) Java script functions

#### REFERENCE BOOKS:

1. Textbook of Web Designing By Joel Sklar, Cengage Learning Publication 2009
2. Web designing in Nut Shell (Desktop Quick Reference) by Jennifer Niederstublication – O'Reilly publication
3. Designing web navigation by James Kalbach Publication – O'Reilly publication
4. The Complete Reference Web Design by Thomas A. Powell, McGraw Hill
5. Bootstrap by Jake Spurlock, ('Reilly) , Shroff Publishers
6. HTML 4.0 by E-Stepen Mack and Janan Platt, BPB Publication
7. HTML, Javascript, DHTML and PHP by Ivan Bayroaa, BPB Publications

## LIST OF PRACTICAL

**Note:**

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

1. Develop a web page using basic HTML tags
2. Develop a web page using Lists
3. Develop web pages using internal and external Hyperlinks
4. Develop a web page using tables
5. Develop a web form
6. Design a web page demonstrating CSS
7. Create simple website using bootstrap elements

# F -AGRO- BUSINESS MANAGEMENT

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: IV

**Paper: 304 F – Agro Business Management**

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

Required Lectures: 48 hours



## Course Description

Introduction to managing production, marketing, risk, human resources and financial as it relates to a manager position. This course is to acquaint the students with different food processing techniques and their management

### Course Objectives:

- The course aims at providing students an exposure to the management practices in Agro Business Management.
- To train students in handling different issues related to Agro Business management

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

- CO1. **Understand** the fundamentals of management with reference to agribusiness.
- CO2. **Define** and **understand** Agro Business Management concepts (**Understand**)
- CO3. **Understand** the basic concepts in food processing and get knowledge of the different food preparation methods (**Understand, Evaluate**)
- CO4. **Analyze** emerging new trends in Agro Business Management. (**Analyze**)
- CO5. **Identify** human resource for Agro processing. (**Evaluate, Apply**)
- CO6. **Explain** role and functions of promotional agencies (**Apply**)

## 1. Introduction to ABM (8)

- 1.1 Meaning, definition, history, Importance and scope of agri-business
- 1.2 Changing dimension of agricultural business
- 1.3 Agri-business Management-distinctive features, nature and components
- 1.4 Five Years Plans and agri-business, characteristics of plan

## 2. Advanced Food Processing (16)

- 2.1. Present scenario, scope and opportunities
- 2.2. Infrastructural Development
- 2.3. Constraints and policy initiatives
- 2.4. Value addition and waste utilization
- 2.5. Food plant hygiene
- 2.6. Industry wise segmentation
  - 2.6.1. Processed fruits & vegetables
  - 2.6.2. Milk and milk products
  - 2.6.3. Grain processing
  - 2.6.4. Meat & Poultry processing
  - 2.6.5. Fisheries, Marine Products
  - 2.6.6. Packed/Convenience foods
  - 2.6.7. Beverages
  - 2.6.8. Regulatory measures

## 3. Promotional Agencies (12)

- 3.1. MOFPI- Goals & Roles, Development Activities:
- 3.2. MSME- Ministry footprint, Organizational Setup, Functions, National Small Industries Corporation Limited (NSIC)
- 3.3. KVIC- Establishment, objectives, functions
- 3.4. MAIDC- Establishment, Vision& Mission, Divisions.
- 3.5. APEDA Establishment, Functioning

3.6. Make in India- food processing:- Summary; Reasons to Invest; Statistics; Growth Drivers; FDI Policy; Sector Policy; Financial Support; Investment Opportunities;

#### **4. Agro-Processing Management (12)**

- 4.1. Role of agro-processing industries in the Indian economy
- 4.2. Status and potential of Indian agro-processing industries. Food grains, commercial Crops.
- 4.3. Policy environment of agro-processing industries-Development, management structure and communication.
- 4.4. Work performance efficiency, public contact and public participation in agro- Processing industries
- 4.5. Decision making process and entrepreneurial efficiency
- 4.6. Government policies relating to agro processing unit
- 4.7. Interdependence of agro-processing industries, Problem of agro-processing units,
- 4.8. Guideline for financing of agro-processing industries in India

#### **5. HRM in Agri Business Management (06)**

- 5.1. Nature and objectives, Functions,
- 5.2. Importance's of Human Resource in Agricultural
- 5.3. Future challenges before the managers
- 5.4. H. R. training in Agribusiness

#### **6. Emerging Trends in ABM (06)**

- 6.1. Agro Tourism
- 6.2. Organic Farming
- 6.3. Contract Farming
- 6.4. Herbal Farming

#### **REFERENCE BOOKS:**

1. Dhondyal, S.P. Farm Management: An Economics Analysis. Friends Publications, 90, Krishnapur, Meerut -250002
2. Johl, S.S. and T.R. Kapur. Fundamentals of Farm Business Management. Kalyani Publishers, 11 Rajendra Nagar, Ludhiana – 114008,P-475
3. Kahlon, A.S. and Karan Singh. Economics and Farm Management in India: Theory and Practice. Allied Publishers Pvt. Ltd. 15 JN Heredia Marg, Ballard Estate Mumbai-400038
4. Singh I.J. Elements of Farm Management Economics. Affiliated East West Press, Pvt. Ltd. New Delhi.
5. Srivastava, U.K. Vathsala. Agro-processing Strategy for Acceleration and Exports Oxford University Press, YMCA, Library Building, Jai Singh Road, New Delhi – 110001.
6. Rajagopal. Organizing Rural Business Policy Planning and Management. Sage Publication, New Delhi.
7. Pandey, Mukesh and Deepak Tiwari. Rural and Agricultural Marketing International Book Distribution Co. New Delhi.
8. Diwase, Smita. Agri-Business Management. Everest Publishing House, Everest Lane, 536, Shaniwar Peth, Appa Balwant Chowk, Pune – 4110030
9. Siva Rama, K., K. Ramesh and M. Gangadhar. Human Resource Management in AGRICULTURE. Discovery Publication, New Delhi.
10. Talwar, Prakash, Travel and Tourism Management, Gyan Books Pvt. Ltd., Main Ansari Road, Darya Ganj, New Delhi- 110 002
11. Bagri, S.C. Trends in Tourism Promotion 2003. International Books Distributors, 9/3, Rajpur Road, Dehradun-248 001 Uttarakhand (India)
12. <http://msme.gov.in/>
13. <http://apeda.gov.in/apedawebsite/index.html>
14. <http://msme.gov.in/>
15. <http://www.kvic.org.in/kvicres/index.html>
16. <http://www.maidcmumbai.com/>
17. Make in India - <http://www.makeinindia.com/sector/food-processing>
18. [http://www.irdindia.in/journal\\_ijrdmr/pdf/vol4\\_iss1/6.pdf](http://www.irdindia.in/journal_ijrdmr/pdf/vol4_iss1/6.pdf)
19. [http://www.uuoidata.org/course/sns/s087/Lecture%201\\_%20Introduction%20to%20Human%20Resource%20Management.pdf](http://www.uuoidata.org/course/sns/s087/Lecture%201_%20Introduction%20to%20Human%20Resource%20Management.pdf)

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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**



**Paper: 305 F –Management of Agro Based Industries.**

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

Required Lectures: 48 hours

**Course Description:-**

Agribusiness denotes the collective business activities that are performed from farm to fork. It covers the supply of agricultural inputs, the production and transformation of agricultural products and their distribution to final consumers. Agribusiness is one of the main generators of employment and income worldwide.

**Course Objectives:**

- The course provides an insight into the importance of management in poultry industry, managing a poultry and hatchery enterprise, planning production of poultry products, financial' personnel and marketing management.
- To acquaint the students with the role and importance of feed industry and the production of feed for livestock and Poultry.
- To impart trainings to the students regarding various aspects of financial management for agribusiness.
- To provide the student their management.
- To impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

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

CO1. **Apply** concepts of breeding, physiology, nutrition, herd-health, economics and management into practical and profitable animal production programs.

CO2. **Handle** the problems in convention breeding.

CO3. **Understand** the methods value addition in animal Products

CO4: **Describe** productions steps and specific requirements for mushrooms cultivation and each Biofertilizers.

CO5 **Understand** the post harvest technology of horticultural crops

CO6: **Apply** methods to Increase the farm yield to get higher income on farm by developing higher yield crop varieties.

**1. Animal Production Management (10)**

- 1.1. Scope of livestock in Indian economy
- 1.2. Livestock census and trend of livestock production
- 1.3. Terminology used in livestock care, poultry care and management of livestock and poultry i.e. calf, heifer, milking animal, dry animal, pregnant animal, draft animal and breeding bull.
- 1.4. Stress management. Housing of different livestock and poultry.
- 1.5. Routine farm management. Preparation of animal for different purposes
- 1.6. Various breeds of cattle, sheep, goat, buffalo and poultry
- 1.7. Nutrient requirement of livestock and poultry

**2. Value Addition in Animal Products (10)**

- 2.1. Present status of dairy, poultry, meat, wool and hide industries in WTO regime. Milk composition of different species
- 2.2. Production, packing, marketing of milk, meat and their products
- 2.3. Import, export of animal and poultry products
- 2.4. Price regulation in animal products. Factors influencing price
- 2.5. Trends in marketing and utilization of animal products

**3. Post – Harvest Technology of Horticultural Crops (10)**

- 3.1. Importance and present status of post-harvest technology in horticultural crops in India and Maharashtra.

- 3.2. Maturity, harvesting and handling in relation to extended shelf-life and storage quality of fruits, vegetables and flowers.
- 3.3. Methods of pre-cooling, grading, packaging, storage and transport of fruits, vegetables and flowers.
- 3.4. Importance and scope of fruits and vegetable preservation.
- 3.5. Selection of site for fruit and vegetable preservation unit. Principles and methods of preservation.
- 3.6. Spoilage of processed products, Post-harvest management of cut flowers. Control of
- 3.7. Post-harvest diseases of important fruits and vegetables.

#### **4. Bio-fertilizers and Mushroom Production (10)**

- 4.1. Bio-fertilizers: Introduction, importance and definition
- 4.2. Type of bio-fertilizers, Economics of bio-fertilizer production
- 4.3. Mushroom: Introduction, importance and types of mushrooms. Requirements for mushrooms cultivation: different tools, equipment's, substrates and chemicals required for
- 4.4. commercial cultivation of mushroom.

#### **5. Technology and Changing Perspective in Agriculture.(10)**

- 5.1. Information Technology: meaning, role and importance in Agri business and Agriculture marketing.
- 5.2. Importance of Common Service Centers (CSC), Common issues of CSCs, Expert decision support system in Agriculture.
- 5.3. Information Technology for Agriculture Marketing.
- 5.4 Globalization and Agriculture- Agricultural Product
- 5.5 Competitiveness Export Orientation Agricultural Production and Dependency of the Colonial Countries on the Colonies. Green Revolution- Need for Green Revolution-Production
- 5.6 Performance -Problems in the Spread of Green Revolution- Effects of Green Revolution Agricultural Innovation- New Methods of Cultivation-
- 5.7 Cooperative Farming, Contract Farming, Corporate Farming, Precision Farming and its.

#### **6. Fertilizer Technology and Management (10)**

- 6.1. Role of Fertilizers in Agriculture
- 6.2. Fertilizer Feedstock and Raw Materials Acids used for Fertilizer Production, Complex and Mixed Fertilizers, Secondary Nutrient fertilizers, Micronutrient Fertilizers
- 6.3. Fertilizer Legislation and Quality Control
- 6.4. Fertilizer Marketing
- 6.5. Fertilizers and Environmental Pollution

#### **REFERENCE BOOKS:**

1. Banerjee, G.C. Text Book of Animal Husbandry. Oxford and IBM Publishers, New Delhi.
2. Sashry, N.S.R.C.K. Thomas and R.A. Singh. Farm Animal Management and Poultry Production. NSR, Vikas Publishing House Pvt. Ltd. Delhi.
3. Hand Book of Animal Husbandry, ICAR, New Delhi.
4. Singh, R.A. Poultry Production. Publishers, New Delhi.
5. Maske, O Norton. Commercial Chicken Production. Manuel AVI Publishers, INC West Port.
6. Ling. E.R. Text Book and Dairy Chemistry. Chapman Hall Ltd., London
7. Pantastico, E.R.,B. Post Harvest Technology, Handling, Utilization of Tropical and Sub-tropical Fruits and Vegetables. The AVI Publishing Co., West-Post, Connecticut, USA.
8. Salunke, D.K. and Desai, B.B.Past Harvest Biotechnology of Vegetables. II CRC Press, Boca Raton, Florida.
9. Varma, L.R. and V.K.Joshi. Post Harvest Technology of Fruits and Vegetables, Vol. II. Indus Publishing Company, New Delhi-110027
10. Bahl, N. Handbook on Mushrooms. Oxford and IBH Pub. Co.Pvt, Ltd, New Delhi.
11. Recciuti, M.Database vendors hawk wares on Internet. Info World, 17-2, Jan 9,10.
12. Shah Jignesh. Commodity Future- Benefits start flowing in The Hindu Survey of Indian Industry.
13. Brahma mishra -Fertilizer Technology and Management- I. K International Publishing House Pvt. Ltd; First Edition edition (19 January 2012)



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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 306 F- Agri-Businesses Financial Management**

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

Required Lectures: 48 hours

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**Course Description**

To study the concept of Agriculture Economics and Accounting concepts related to agri business development. Students will be acquainted with the impacts of some technological developments in Indian agriculture across social and economic groups, with a focus on the access, utilization and sustainability of Green Revolution

**Course Objectives:**

- To understand the perspective of financing agricultural operations and rural development in India and the current developments in this field.
- To Expose the students to production economics principles and their applications.
- To Train the students in production economics tools for agricultural decision making
- To Identify sources of finance for Agri business

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

- CO1. **Understand** the fundamentals of Agricultural economics (Understand)
- CO2. **Analyse** the financial performance of an agricultural business using financial and accounting tools and concepts (Analyse)
- CO3. **Understand** Structure and Dynamics of Indian Agriculture. (Understand)
- CO4. **Understand** the agricultural policies and its effect on sustainable agricultural development. (Understand)
- CO5. **Determine** the role played by agricultural finance in strengthening the agricultural sector(Apply)

**1. Introduction to Agriculture Economics (4)**

- 1.1. Meaning,-Need, importance, scope, importance of Agricultural in National Economy, Special characteristics of agriculture in Indian economy
- 1.2. Principles of agriculture finance financial management for agribusiness.

**2. Introduction-Accounting concepts (06)**

- 2.1. Farm accounting,-Ratio analysis- Cash budget, Difference between Micro and Macro Economics, Basic terms and concepts used in economics.
- 2.2. Consumer behaviour and demand, law of diminishing marginal utility, consumer's surplus and application, Production and supply: Nature and factors of production, Short-run and long-run production function.

**3. Structure & Dynamics of Indian Agricultural (10)**

- 3.1. Place of Agricultural in National and International economy.
- 3.2. Pattern of agricultural holdings.
- 3.3. Agricultural productivity: Trends, causes and consequences of low productivity in India. Measuring efficiency in agricultural production, Economic efficiencies.
- 3.4. Theory of product choice; selection of optimal product combination.
- 3.5. Green revolution: Strategy in development of Indian agriculture.

#### **4. Indian Agricultural Policies (12)**

- 4.1. Meaning, types and importance of agricultural policies.
- 4.2. Evolution of agricultural policy.
- 4.3. Famine Commission Report.
- 4.4. Drought Prone area Programme (DPAP)
- 4.5. Nature and objectives of land reforms, Land Reform Policy.
- 4.6. National Insurance Policy.
- 4.7. Tenancy reforms, Crash Scheme for Rural Development.
- 4.8. National Rural Employment Assurance Programme & other recent Agricultural
- 4.9. Development Programs.

#### **5. Financial Management in Agri-Business (10)**

- 5.1. Definition, Importance, Need of Agricultural Finance, Problems of agricultural credit in India, Requisites of good credit system.
- 5.2. Classification of credit and loan, Institutional agencies in agricultural credit, test of farm Credit proposal, tools of farm financial analysis, agricultural projects.
- 5.3. Traditional sources of finance for agriculture – issues, Significance of Co-op. Credit, Estimation of Agricultural Finance, Issues Theories of Agricultural Finance - Productive Vs. Consumption Credit Analysis, Kind Loans Vs. Cash Loans, Supervised Credit – Crop Loan – Cooperative credit, agricultural Finance in India.

#### **6. 6. Financial Institutions and Entrepreneurial Finance (06)**

- 6.1. Central banks - role of NABARD, RBI and developmental banks. Budgetary provision to agri-business, Agricultural Agricultural taxation, Agricultural finance-Problems and remedies.
- 6.2. Agribusiness Entrepreneurial Finance

#### **Reference Books:**

1. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2. Student Guide to Income Tax- Singhanian, Taxman Publication
3. Indian Economy since Independence- Uma Kapila, Academic Foundation.
4. Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
5. Direct Taxes- Singhanian, Taxman Publication.
6. Beattie BR & Taylor CR. 1985. The Economics of Production. John Wiley & Sons.
7. Doll JP & Frank O. 1978. Production Economics - Theory and Applications. John Wiley & Sons.
8. Gardner BL & Rausser GC. 2001. Handbook of Agricultural Economics. Vol. I Agricultural Production. Elsevier. Heady EO. Economics of Agricultural Production and Resource Use. Prentice-Hall.
9. Sankayan PL. 1983. Introduction to Farm Management. Tata Mc Graw Hill.
10. Agricultural Finance In India – Theories and Practices, VB Jugale, Atlantic Publishers
11. Financing Agricultural industries – Long term loans – Need and estimation – Working Capital loans – Issues in managing Finance For Micro Finance – SHGs Bank linkages , Insurance – Crop Insurance, Financing Agro exports.
12. Agricultural finance in India – the role of NABARD - Rajkumar K. – New Century Publications

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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 307 F- Agricultural marketing**

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

Required Lectures: 48 hours



**Course Description**

The course in Agricultural marketing is designed for the student who plans to seek employment on, manage, or own a farm; or seek employment in an agribusiness field. Students will be involved in learning activities that generally prepare him/her to apply the economic and business principles involved in the organization, operation, and management of the farm, ranch, or agribusiness.

**Course Objectives:**

The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

**Course Outcomes: After completion of this course students will be able to**

CO.1 – **Explain** agricultural marketing, challenges and prospects for improving agricultural marketing system.

CO.2 - **Analyze** marketing Functions , Market information and Intelligence.

CO.3 – **Explain** marketing efficiency and agricultural prices.

CO.4 – **Understand** Markets and Market structure.

CO.5 – **Explain** marketing of Agricultural Inputs.

**1. Introduction to Agricultural Marketing (08)**

1.1. Introduction, Scope, concepts & objectives, Role of agricultural marketing, Problems of agricultural marketing

1.2. Differences in Agricultural & consumer marketing

1.3. Problems of Agri. Marketing: Traditional agri. Marketing and present status, suggestion for improvements.

1.4. Present status & problem in various marketing function, role of government in agricultural marketing, Standardization and Grading.

**2. Agricultural Marketing, Economic Development and Futures Market (08)**

2.1. Introduction, Rural Marketing Inputs and Outputs, Commodities in agricultural marketing

2.2. Importance of Agricultural Marketing in economic development

2.3. History of agricultural Marketing

2.4. Growth of Agricultural Marketing

2.5. Risks in rural marketing and Insurance protection

2.6. The futures agricultural market, Agricultural options, how India is placed in these futures market developments?

**3. Retail Marketing (10)**

3.1. Concept, types of retailers, supermarkets, factory outlets, hypermarkets

3.2. Non store retailing. Retailer- marketing decisions. Direct selling, one to one selling, multiple selling, direct marketing and multiple marketing

3.3. Major types of retail organization, co-operative chain stores, voluntary chain, retailers and consumer cooperatives.

3.4.: Information system in retailing: Acquiring and using information strategies - Technology in retail - Information sources - Retail information system.

3.5 Ethical and legal issues in Retailing: Dealing with ethical issues - Social responsibility - Environmental orientation -Waste reduction at retail stores

3.6. Branding Strategy: Manufacturer's brand, private label, brand for a sale.

#### **4. Promotion of Agri Products (08)**

4.1. Basic Concept of Promotion, Fundamental of Advertising.

4.2. Market Analysis for Agri Products segmentation & Targeting

4.3. Concept of Direct marketing, Sales Management, Personal Selling & Salesmanship, Sales Related Marketing Policies.

4.4. Developing and implementing customer Relationships Management: Key concepts in Customer relationships, Customer loyalty, key principles of relationship management, framework for building CRM strategy in agriculture marketing, CRM Implementation.

#### **5. Problems of Agricultural Marketing (08)**

5.1. Standardization: Basis of standards, aims of standardization, significance of standardization, demerits of standardization.

5.2. Grading: A marketing function, Importance of grading in agriculture grading in India.

5.3. Study of Market Intelligence and Market Integration: Meaning, definition, types of market integration, market function, AGMARK, price trends, market information. Co-operative agricultural marketing and public agencies involved in agricultural marketing viz. FCI, NAFED, STC, etc.; Functions of price mechanism, Nature and supply of agricultural products, marketable and marketed surplus.

#### **6. Trading of Agricultural Marketing (06)**

6.1. Importance of agricultural commodities in agricultural marketing.

6.2. Marketing of cereals rice, wheat and jawar etc.

6.3. Marketing of pulses-mango, tur, gram, urid etc.

6.4. Marketing of mango, citrus and grapes etc.

6.5. Commercial commodity Trading- cotton, sugarcane, grapes, banana, mango, cut flowers – roses, gerbera, gladiolus, etc. vegetables – cauliflower, tomato, potato, onion, ladies finger.

### **REFERENCE BOOKS**

1. Acharya, S.S. and N.L. Agrawal. -Agricultural Marketing in India.- Oxford and IBM Publishing Company Pvt. Ltd., 66 Janpath, New Delhi-110001.
2. Gupta, A.P. - Marketing of Agricultural Produce in India. - Vora and Company Publishers Pvt, Ltd., 3, Round Building, Kalbadevi, Mumbai-400002
3. Mamoria C.B. and R.L. Joshi.- Principles and Practice of Marketing in India. -Kitab Mahal, 15, Thorn hill Road, Allahabad.
4. Philip Kotler.- Marketing Management.- Pearson Education Publishers, New Delhi.
5. Panvar, J.S.Beyond - Consumer Marketing. - Response Books, Sage Publications, New Delhi.
6. Pandey, Mukesh and Deepak Tiwari.- Rural and Agricultural Marketing.- International Book Distribution Co., New Delhi.
7. Swapna Pradhan.- Retail Management – Tata McGraw Hill
8. Acharya, S.S. and N.L. Agrawal. - Agricultural Marketing in India. - Oxford and IBH Publishing Company Pvt., Ltd., 66, Janpath, New Delhi 110001
9. Mamoria, C.B. and R.L. Joshi. - Principles and practice of Marketing in India. - Kitab Mahal,15, Thorn hill Road, Allahbad.
10. Sunil Chopra, Peter Meindl,- Supply Chain Management.- Prentice Hall Publication
11. Panvar, J.S. Beyond - Consumer Marketing. - Response Books Sage Publications, New

## G : Business Analytics

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: 304 G- Data Science

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

Required Lectures: 48 hours



### Course Description:

This course is designed to know about the term data science. It also teaches important concepts such as data acquisition, data mining, data processing, and data analysis. This course is designed keeping in mind the current industry trends and skills required to become a successful data scientist.

### Course Objectives:

1. To learn and understand basics of data science and how to handle the data.
2. To learn and understand how to clean and process the data.
3. Students will learn and understand the statistical data analysis.
4. To learn different visualization techniques for representing the analysis.

### Course Outcomes: After completion of this course students will be able to

- CO1. **Trace** and **collect** data from different sources.
- CO2. **Select** and clean the data in required form.
- CO3. **Manipulate** data and **apply** basic Statistical analysis techniques.
- CO4. **Create** the reports through data visualizing techniques.

### Unit-1: Introduction to Data Science

What is Data science, The 5 Vs of Data, Components of data science, Life cycle of data science, Classification of data, various tools and techniques used in data science, Evolution of Data Science, Applications of Data science, Difference between Business Intelligence and Data science, Comparison of Data scientist and Data Analyst.

### Unit-2: Basics of Data

Elements and Variables in data, Types of data (Structured, Unstructured, Semi-structured), Different data types (Integer, Numerical, float, Character etc...), levels of measurement of data, Different Data sources and format of data files, Difference between Data, Database and Datasets, what is Data ware houses and study of different data ware houses, Database management systems, Challenges and issues faced to manage data, DBA and its role, Database Indexing

### Unit-3: Data Pre-processing

Data Objects and Attribute Types: What Is an Attribute? Nominal, Binary, Ordinal Attributes, Numeric Attributes, Discrete versus Continuous Attributes, Data Quality: Why Preprocessing the Data? Data munging/wrangling operations, Cleaning Data – Missing Values, Noisy Data (Duplicate Entries, Multiple Entries for a Single Entity, Missing Entries, Irregular Spacings, Formatting Issues – Irregular between Different Tables/Columns, Extra Whitespace, Irregular Capitalization, Inconsistent Delimiters, Irregular NULL Format, Invalid Characters, Incompatible Datetimes), Data Transformation – Rescaling, Normalizing, Binarizing, Standardizing, Label and One Hot Encoding, Data reduction.

### Unit-4: Statistical Data Analysis

Role of statistics in data science, Descriptive statistics, Measuring the Frequency, Measuring the Central Tendency: Mean, Median, and Mode, Measuring the Dispersion: Range, Standard deviation, Variance, Interquartile Range, Inferential statistics, Hypothesis testing, Multiple hypothesis testing, Parameter Estimation methods, Measuring Data Similarity and Dissimilarity, Data Matrix versus Dissimilarity Matrix, Proximity Measures for Nominal Attributes, Proximity Measures for Binary Attributes

### **Unit-5: Data Visualization**

Introduction to Exploratory Data Analysis, Data visualization and visual encoding, Data visualization libraries, Basic data visualization tools, Histograms, Bar charts/graphs, Scatter plots, Line charts, Area plots, Pie charts, Donut charts, Specialized data visualization tools, Boxplots, Bubble plots, Heat map, Dendrogram, Venn diagram, Tree map, 3D scatter plots, Advanced data visualization tools- Word clouds, Visualization of geospatial.

### **Reference Books**

1. A Beginner's Guide to Clean Data Practical advice to spot and avoid data quality problems. - Benjamin Greve, Copyright (c) 2019
2. Data Science for Business: What you need to know about data mining and data-analytic thinking by Foster Provost & Tom Fawcett
3. R for Data Science- Import, Tidy, Transform, Visualize, and Model Data
4. Charu C. Aggarwal, "Data Classification Algorithms and Applications", CRC press, 2015
5. Introduction to Data Science (Data Analysis and Prediction Algorithms with R), Rafael A. Irizarry, <https://rafaLabgithub.io/dsbook/>
6. <https://www.heavy.ai/learn/data-science>
7. <https://www.simplilearn.com/tutorials/data-science-tutorial/what-is-data-science>

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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 305 G- Big data Analytics**

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

Required Lectures: 48 hours



**Course Description:**

This introductory course is designed for big data concepts, tools and methods. Students will be exposed to and work with big data sets and derive business solutions from their analyses. This course brings together key Big Data tools on a Hadoop platform to efficiently manage data with three main characteristics; volume, velocity and variety. Students would be introduced to the core concepts, technologies and techniques of big data analytics so they can gain the necessary skills needed to design highly scalable data analytics systems.

**Course Objectives:**

1. To provide students basis and fundamental knowledge of data and how to manage or collect the data from different sources.
2. To make students understand the statistical data analysis and its importance in business. To provide students' knowledge about basic analysis techniques used in big data analytics.
3. To learn analytical decision-making process and predicting the model based in different case studies.
4. To make students understand different analysis techniques according to business scenarios.

**Course Outcomes: After completion of this course students will be able to**

- CO1. **Understand** the building blocks of Big Data.
- CO2. **Apply** different statistical methods for analyzing the data.
- CO3. **Select** and apply different data analysis techniques for real world problems.
- CO4. **Develop** analytical decision making process and predict the model for solving problems.
- CO5. **Represent** the analytical aspects of Big Data with some advanced technologies like Hadoop and Map-Reduce.

**Unit-1: Introduction of Data**

What is Big Data and Information, The 5 Vs of Data, Components of data science, Life cycle of data science, various tools and techniques used in data science, Evolution of Data Science, Applications of Data science, Difference between Business Intelligence and Data science, Elements and Variables in data, Types of data (Structured, Unstructured, Semi-structured), Different data types (Integer, Numerical, float, Character etc...), levels of measurement of data, Different Data sources and format of data files, Difference between Data, Database and Datasets, what is Data ware houses and study of different data ware houses

**Unit-2: Statistical Data Analysis**

Concept of analysis and insights, Importance of data in business analytics, Differences between data, information and knowledge, Definition of Statistics, Main divisions of Statistics, Functions of Statistics, Importance and Limitations of Statistics, Measuring the Central Tendency: Mean, Median, and Mode, Measuring the Dispersion: Range, Standard deviation, Variance, Interquartile Range, Inferential statistics, Business Hypothesis Testing concepts

**Unit-3: Basic Analysis techniques**

Chi-Square test, t-Test, Analysis of variance, Correlation analysis, Maximum likelihood test Computing basic statistics, Logistic Regression, Comparing means of two samples, Testing a correlation for significance,

Testing a proportion, t test, z Test, F test, Basics of Analysis of variance (ANOVA), One way ANOVA, ANOVA with interaction effects, Two way ANOVA, Summarizing Data, Data Mining Basics, Cross tabulation. Case studies in different domains.

#### **Unit-4: Analytical decision-making**

Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in – Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, and Sports Analytics, Future of Business Analytics.

#### **Unit-5: Predictive Modelling**

(a) Multiple Linear Regression: Concept of Multiple Linear regression, Step wise Regression, Dummy Regression, Case studies in different domains- using R (b) Logistic regression: Concept of Logistic Regression, odds and probabilities, Log likelihood ratio test, Pseudo R square, ROC plot, Classification table, Logistic regression & classification problems, Case studies in different domains using R (c) Linear Discriminant Analysis: Discriminant Function, Linear Discriminant Analysis, Case studies in different domains- using R.

#### **Unit-5: Data Analysis techniques and case studies**

Regression analysis, Classification techniques, Clustering, Association rules analysis, Understanding business scenarios, Data visualization Data visualization libraries, Basic data visualization tools, Histograms, Bar charts/graphs, Scatter plots, Line charts, Area plots, Pie charts, Donut charts, Specialized data visualization tools, Boxplots, Bubble plots, Heat map, Dendrogram, Venn diagram, Tree map, 3D scatter plots, Scalable and parallel computing with Hadoop and Map-Reduce, Sensitivity Analysis

### **Reference Books**

1. A Beginner's Guide to Clean Data Practical advice to spot and avoid data quality problems. - Benjamin Greve, Copyright (c) 2019
2. Probability & Statistics for Engineers & Scientists (9th Edn.), Ronald E. Walpole, Raymond H. Myers, Sharon L. Myers and Keying Ye, Prentice Hall Inc.
3. The Elements of Statistical Learning, Data Mining, Inference, and Prediction (2nd Edn.), Trevor Hastie Robert Tibshirani Jerome Friedman, Springer, 2014
4. An Introduction to Statistical Learning: with Applications in R, G James, D. Witten, T Hastie, and R. Tibshirani, Springer, 2013
5. Mining Massive Data Sets, A. Rajaraman and J. Ullman, Cambridge University Press, 2012
6. Advances in Complex Data Modeling and Computational Methods in Statistics, Anna Maria Paganoni and Piercesare Secchi, Springer, 2013
7. Data Mining and Analysis, Mohammed J. Zaki, Wagner Meira, Cambridge, 2012
8. Hadoop: The Definitive Guide (2nd Edn.) by Tom White, O'Reilly, 2014
9. MapReduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems, Donald Miner, Adam Shook, O'Reilly, 2014

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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 306 G- Tableau**

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

Required Lectures: 48 hours



**Course Description**

Illustration the use of the Tableau interface to effectively create powerful visualizations and charts.

**Course Objectives:**

- Use the calculations to solve problems and enrich the analytics.
- Build and publish dashboards and explore storytelling to redefine how your business leverages data and makes decisions.

**Course Outcomes: After completion of this course students will be able to**

- CO1. **Define** Tableau terminology and connecting the data, Edit and save a data source
- CO2. **Integrate** data sources using data blending and Combine data from multiple tables in the same data source using joins
- CO3. **Create** and build spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.

**Unit – I Introduction to Data Visualization**

**(8)**

1.1 Introduction to Exploratory Data Analysis

1.2 Data visualization and visual encoding, Data visualization libraries

1.3 Basic data visualization tools, Histograms, Bar charts/graphs, Scatter plots, Line charts, Area plots, Pie charts, Donut charts, Specialized data visualization tools, Boxplots, Bubble plots, Heat map, Dendrogram, Venn diagram, Treemap, 3D scatter plots

1.4 Advanced data visualization tools Wordclouds, Visualization of geospatial.

**Unit – IIE- Introduction to Tableau**

**(8)**

2.1 Tableau Interface, Tableau Terminology – Data Pane, Fields, Shelves, Marks Card, Columns, Rows and Chart Types, Show Me, Data Connections, Live Connections versus Extract, Managing Meta Data, Modify Data Connections

2.2 Tableau Data Types, Manage Data Properties, rename a data field, assign an alias to a data value, Assign a geographic role to a data field, Change data type for a data field, Dimensions Vs Measures, Discrete Versus Continuous Data.

**Unit III – Organizing & Simplifying Data**

**(8)**

3.1 Organize Data and Apply different types of Filters

3.2 Sets, Parameters, Sort data, Build Groups, Build Hierarchies, Granularity, add a reference line or trend line, Table Calculation

**Unit IV - Data Visualization using Charts**

**(8)**

4.1 Measure Name & Measure Values Using Titles, Captions, Tooltips, Shapes, Color, Detail, Font, alignment, shading, and Borders, Generated Fields

4.2 Bar Chart, Line Chart, Stacked Bar, Bins and Histograms, Heat Maps, Tree Maps, Bullet Graphs, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Cross Tabs and Box plots.

**Unit V - Calculations**

**(8)**

5.1 Manipulating string and date calculations, Create quick table calculations

5.2 Use LOD calculations; types of LOD calculations, Use Ad-hoc calculations

5.3 Work with aggregation options, Build logic statements, Build arithmetic calculations, Build grand totals and sub-totals

5.4 Use calculations in join clauses, Create a calculated field (e.g. string, date, simple arithmetic), Add a parameter

#### **Unit VI - Building Dashboard and Storytelling**

**(8)**

6.1 Format view for presentation, Use color, Use bolding, Use shapes, Change size of marks, Select fonts,

6.2 Create and modify a dashboard, Create a dashboard layout, Add interactive or explanatory elements, Add dashboard actions, Modify existing dashboard layout for mobile devices,

6.3 Create a story using dashboards or views, Share a twbx as a PDF, Share a twbx as an image

#### **REFERENC BOOKS**

1. Mastering Tableau 2021 - Third Edition by Marleen Meier, David Baldwin & Kate Strachnyi  
Publisher: Packt Publishing, ISBN- 1800561644
2. Practical Tableau by Ryan Sleeper Publisher: O'Reilly Media, Inc. 9781491977316
3. Innovative Tableau by Ryan Sleeper Publisher: O'Reilly Media, Inc ISBN-9781492075653.
4. Learning Tableau 2020 - Fourth Edition by Joshua N. Milligan, Publisher: Packt Publishing, ISBN-1800200366

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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 307 G- Business Analytics using R**

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

Required Lectures: 48 hours



**Course Description:**

This course is designed for students to get basic knowledge for business analytics. In this course student will use a data analytic language, R, to efficiently prepare business data for analytic tools such as algorithms and visualizations. As you learn about the business analytic workflow student will also consider the interplay between business principles and data analytics.

**Course Objectives:**

1. Enable students to know basics of business analytics and types of analytics.
2. To improve student's analytical decision making skills.
3. To provide knowledge of fundamentals of R and manipulation on data structure in R.
4. To provide statistical knowledge by performing different testing.
5. Enable students to visualize data by using functions of R.

**Course Outcomes: After completion of this course students will be able to**

- CO1. Understand need and tools used for business analytics.
- CO2. Apply analytical decision making on applications of Business analytics.
- CO3. Develop the programming skills in R, by applying built in functions, to analyze the data.
- CO4. Use data structure in R, at different conditions and apply some basic test on the statistical data.
- CO5. Visualize the analysis reports by graphical functions available in R.

**Unit-1: Business Analytics Basics**

Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, various stages of an organization in terms of data maturity, Options for organizations in the absence of good quality data.

**Unit-2: Analytical decision-making**

Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in - Marketing Analytics, HR Analytics, Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, and Sports Analytics. Future of Business Analytics.

**Unit-3: Fundamentals of R**

R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheet, text files, SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping. Data types & Data Structures in R: Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If Business Analytics & Statistical Methods using R condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Sapply, apply, tapply functions, Built-in functions in R like: seq(), cbind (), rbind(), merge(),

knowledge on the various subsetting methods, summarize data by using functions like: `str()`, `class()`, `length()`, `nrow()`, `ncol()`, use of functions like `head()`, `tail()`, for inspecting data, summarize data, SQL join in R.

#### **Unit-4: Introduction to Data Structure of R**

Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach. **Statistics with R:** Computing basic statistics, Business Hypothesis Testing concepts, Basics of statistical modelling, Logistic Regression, Comparing means of two samples, Testing a correlation for significance, Testing a proportion, t test, z Test, F test, Basics of Analysis of variance (ANOVA), One way ANOVA, ANOVA with interaction effects, Two way ANOVA, Summarizing Data, Data Mining Basics, Cross tabulation. Case studies in different domains- using R.

#### **Unit-5: Data Visualization**

Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis (EDA), Data Cleaning, Data Inspection, uses of the functions like `grep()`, `grep()`, `sub()`, `summarize()`, `llist()`, Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, table plot, histogram, Plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis.

### **Reference Books**

1. The Book of R, A first Course in Programming and statistics by Tilman M. Davies, 2016 ISBN-10: 1-59327-651-6 ,ISBN-13: 978-1-59327-651-5
2. Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist by Thomas Mailund (auth.)
3. Data Science for Business: What you need to know about data mining and data-analytic thinking by Foster Provost & Tom Fawcett
4. R for Data Science- Import, Tidy, Transform, Visualize, and Model Data
5. The Elements of Statistical Learning, Data Mining, Inference, and Prediction (2nd Edn.), Trevor Hastie Robert Tibshirani Jerome Friedman, Springer, 2014
6. An Introduction to Statistical Learning: with Applications in R, G James, D. Witten, T Hastie, and R. Tibshirani, Springer, 2013
7. Mining Massive Data Sets, A. Rajaraman and J. Ullman, Cambridge University Press, 2012
8. Advances in Complex Data Modeling and Computational Methods in Statistics, Anna Maria Paganoni and Piercesare Secchi, Springer, 2013

## H : Healthcare Management

Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III



**Paper: 304 H- epidemiology in Medical and Health Systems Management**

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

Required Lectures: 48 hours

### COURSE DESCRIPTION

To help students understand epidemiologic terminology, basic concepts, measurements of health and disease, demographics, health programmes and health policy and the use of this knowledge in healthcare administration.

### COURSE OBJECTIVES:

1. To apply the knowledge of epidemiology in understanding the healthcare scenario in a population
2. To be able to demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare
3. To Differentiate among communicable and non-communicable diseases
4. To recognize and train the workforce to meet the challenges of changing dynamics in healthcare.

### COURSE OUTCOMES:

**After completion of this course students will be able to**

- CO1. **Understand** the basic terminologies in epidemiology, health and disease
- CO 2. **Evaluate** basic concepts of health and disease, factors affecting health and disease.
- CO 3. **Analyse** different types of epidemiological studies
- CO 4. **Apply** knowledge about population, its significance in healthcare administration
- CO 5. **Understand** about national health programmes, population policy and role of health care administrators in implementation of these policies.

### UNIT 1 Basics Concepts(10 hours)

- 1.1 Concept of Health and disease principles, Concepts of Health,
- 1.2 Definition and Dimensions of Health, spectrum of Health,
- 1.3 Determinants of Health,
- 1.4 Indicators of Health,
- 1.5 Concepts of disease,
- 1.6 Concept of disease causation,
- 1.7 Natural history of disease,
- 1.8 Concepts of disease control, Levels of prevention, Modes of disease intervention,
- 1.9 International Classification of disease.
- 1.10 Definition and basic concepts of Epidemiology including epidemiological triad,
- 1.11 Basic measurement in Epidemiology including measures of mortality and morbidity,
- 1.12 Methods of Epidemiology, infectious disease epidemiology,
- 1.13 Investigation of an epidemic Outbreak.

### UNIT 2 Communicable & Non Communicable Disease (10 hours)

- 2.1 Communicable and Non –Communicable Disease
  - 2.2.1 Nosocomial infections and other common communicable disease: Measles, Chickenpox, Tuberculosis, Viral Hepatitis, HIV/AIDS, Tetanus
  - 2.2.2 Common Non Communicable Disease-Coronary Heart Disease, Hypertension, Diabetes, Cancer.

### UNIT 3 Health Statistics (9 hours)

- 3.1 Demographic Cycle,
- 3.2 Demographic trend in India,

- 3.3 Family Planning/Welfare Concepts,
- 3.4 Contraceptive methods,
- 3.5 National Family Planning Programme.
- 3.6 Vital Statistics
- 3.7 Role of health care institutions,
- 3.8 Notifiable Disease,
- 3.9 Death certificates

**UNIT 4 National Health Programmes – (8 hours)**

- 4.1 Health education,
  - 4.1.1 Methods, materials,
  - 4.1.2 Communication for health education,
  - 4.1.3 Mass media, mass communication,
  - 4.1.4 Health planning and management.
- 4.2 National Health Policy-Definition, different health policies,
- 4.3 National Population Policy.

**UNIT 5 Social Health (9 hours)**

- 5.1 Occupational Health,
- 5.2 Medico Social Work,
- 5.3 Health committees,
- 5.4 Environmental health,
- 5.5 Community health,
- 5.6 Geriatric health, Nutrition health, Mental Health, International health.

**REFERENCE BOOKS**

1. Park, K. (2015). Park's textbook of preventive and social medicine, Bhanot Publishers, 23rd edition.
2. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
3. Control of Hospital infection-A Practical handbook –GAJ Ayliffe, E.J.L. Lawbury, AN Geddes, JD Williams, Chapman and Hall Medical Chennai.
4. Epidemiology in Health services Management-G.E. Alan Dever, Asper Publication
5. Green, A. (2014). An Introduction to Health Planning for Developing Health Systems. Oxford: OUP Oxford.
6. Brewis, F. (1975). Bibliography on health planning in developing countries. Brighton: University of Sussex, Institute of Development Studies, Library.
7. Gentry, J. T. (1978). Introduction to health services and community health systems: A primer for health workers, health planners, and board members. Berkeley, Calif: McCutchan Pub. Corp.



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(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 305 H- Hospital Services And Operations Management**

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

Required Lectures: 48 hours

### **COURSE DESCRIPTION**

This course is to provide an overview of various support services and utility services of the hospital. The course would also expose the students on the role of hospital support and utility services in providing quality patient care

### **COURSE OBJECTIVES:**

Specific learning objectives for this course are as follows:

1. To provide knowledge on various support and utility services of hospital
2. To learn how hospital support and utility services influence patient care
3. To learn about various planning considerations and engineering specifications to be considered while planning for hospital services

### **COURSE OUTCOMES: After completion of this course students will be able to**

CO1 **Identify** various support and utility services of the hospital (**Remember**)

CO2 **Understand** the role of support and utility services in delivering quality patient care

CO3 **Evaluate** planning and designing considerations while planning for services

CO4 **Articulate** the functional requirements of individual departments

### **Unit- I Hospital**

**(9)**

1.1 Hospital: Definition, Types, Role, Administration

1.2 Overview and types, Functions, Layout, Managerial Considerations for

1.2.1 Out Patient Department

1.2.2 Emergency Service Department

1.2.3 In Patients Department

1.2.4 Operation Theater

1.3 Intensive Care Unit (ICU) New Borne Nurseries & Neonatal Intensive Care Unit (NICU)

### **Unit –II Hospital Services-I**

**(10)**

2.1 Radiology services - Function and types of services, Physical Facilities, Location, Staffing Policies and procedures.

2.2. Laboratory services - Types of Laboratory and services, Organization, Staffing, Quality assurance, Quality control techniques.

2.3 Pharmacy services – Classification, Functions, Physical facilities, Staffing, Policy and procedures Managerial Issues.

2.4 Medical Record Department- Purpose Scope and Importance, Functions and Processing Reports/ hospital utilization statistics

2.5 Linen and Laundry-Overview and objectives& Functions, Physical facilities,

Housekeeping Services - Objectives, Functions and types, Activities and Cleaning agents, Recent trend in Housekeeping.

2.6 Dietary Services and Hospital Diet: importance, functions, equipments, storage, day store, general kitchen layout, special diet kitchen, food distribution methods

2.7 Hospital Waste Management - Classification & categories of Hospital waste, Collection and storage of waste, Disposal of waste

2.8 CSSD (Central Sterile Supply Department) – Aim and Objectives, Physical facilities, Staffing, Policy and procedures

### **Unit –III Hospital Services-II**

**(9)**

2.9 Hospital Equipment Management–Procurement, Benefits, components, procedure and logistics.

3.4 Admission & Central Billing Offices - Importance, Location, Function, Physical Facilities.

3.5 Communication Systems – Introduction, telephone system, Integrated Service Digital Network (ISDN), nurse call bell, public address system, CCTV.

3.6 Overview of Hospital engineering services, Mortuary, services, disaster management and security services.

#### **Unit-IV Hospital Statistics**

**(10)**

4.1 Hospital Statistics

4.1.1 Introduction

4.1.2 Uses of Statistics in Hospital,

4.1.3 Bed Turnover Interval

4.1.4 Average Length of Stay

4.1.5 Bed Occupancy Rate

4.1.6 Admission and Discharge Rate

4.1.7 Mortality Rate

4.1.8 Rate of Follow up.

4.2 Operations Research in Hospitals Introduction, Functions, Importance, Objectives, Waiting Time Management, Managerial Issues

#### **Unit V Operations Management in Hospital**

**(10)**

5.1 Purchase operations

Organizing the purchasing function – financial aspects of purchasing– tactical and operational applications in purchasing,

5.2 Inventory Management in Hospitals:

5.2.1 Inventory Management: valuation and accounting for inventory –physical location and control of inventory – planning and replenishment concepts – protecting inventory;

5.3 Value Management,

Value engineering, value analysis and HIS in Store Management

#### **REFERENCE BOOKS**

1. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.
2. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar & S Satpathy, Jaypee Medical Publishers, Delh.
3. Principles of Hospital Administration and Planning ; By BM Sakharkar
4. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi
5. Srinivasan A.V. (ed), Managing a modern hospital, Response Books, New Delhi
6. Anand K.K., Hospital management, Vikas Publishing, New Delhi,
7. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi.
8. Park K, Textbook on Hygiene and Preventive Medicine.
9. Essentials for Hospital Support Services-Sharma and Madhuri
10. Hospital Supportive Services-.L Goel and R Kumar, Deep & Deep Publications PVT.Ltd



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 306 H- Total Quality Management In Healthcare**

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

Required Lectures: 48 hours

### COURSE DESCRIPTION

This course provides an understanding of various theories of quality management (QM). Students will learn how organizations can develop excellence through the adoption of continuous improvement and process management. The course analyzes and uses various process management techniques, continuous improvement tools, and strategies to improve quality. The overall purpose of the course is to provide an understanding of the process of managing quality and managing services.

### COURSE OBJECTIVE

1. To familiarize and understand the concepts of Quality Management (QM) and its importance in the context of Health System and Hospitals;
2. To understand the importance of standards, indicators, benchmarks in QM;
3. To learn basic skills of assessment and measurement of QM;
4. To understand the QM process and develop skills to use various quality improvement tools;
5. To develop skills of monitoring and supervising quality of services;

### COURSE OUTCOMES:

At the end of the course, the participants will be able to:

**CO1 Define** quality and describe dimensions of quality in health care (**Understand**)

**CO2 Assess** and measure quality using set of standards and indicators (**Analyse**)

**CO3 Applying** selected quality improvement tools(**Create**)

**CO4 Develop** plan of action for quality improvement for their respective areas/hospitals. (**Create**)

**CO5 Understanding** concept of Hospital Accreditation

### Unit - I Evolution of Quality Management:

- 1.1 Introduction, concept, definition, origin & growth of Quality Management;
- 1.2 Importance and Significance of TQM for Hospitals;
- 1.3 Prerequisites of Quality Management in Hospitals;
- 1.4 Role of Medical Record in Quality Management;
- 1.5 Quality Circles;
- 1.6 Quality Assurance.

### Unit - II Quality Management in Hospital:

Front Office; OPD; Casualty; Labs; OT; CSSD; IP; Nursing services; Emergency and Trauma care; Dietary; House Keeping; ICU; CCU; MRD; Laundry; Canteen; Hospital stores.

### Unit - III Team work and Tools in TQM:

- 3.1 TQM team work;
- 3.2 Employee involvement;
- 3.3 Key result areas;
- 3.4 Leadership;
- 3.5 TQM Tools;
- 3.6 Quality Function Deployment (QFD);
- 3.7 Concurrent engineering; FMEA; P-C-D-A Cycle; JIT (Just in Time);
- 3.8 Kaizan; 'O' defect programme ;

### Statistical Tools in TQM

- 4.1.1 Flow diagram; Pareto Analysis; Cause and effect diagram; Control Charts; Bench Marking; Business
- 4.1.2 Process Reengineering;

- 4.1.3 Six Sigma;
- 4.1.4 Assessing Quality;
- 4.1.5 Patient satisfaction survey

**Unit - IV Quality Policy;**

- 5.1 Commitment to Patients and Staff;
- 5.2 Code of Conduct for Health Professionals;
- 5.3 Job Description of Quality Manager;
- 5.4 Quality Steering Committee;
- 5.5 Obstacles to the practice of Quality in Hospitals.

**Unit - V Hospital Accreditation:**

- 6.1 Concept of Hospital Accreditation; ISO 2000 & 14000;
- 6.2 NABL, NABH, JCI & JCAHO;
- 6.3 Accreditations Scenario in India and abroad;
- 6.4 Organisations and authorities for accreditations in India;
- 6.5 Accreditation process; Role of the government in developing an accreditation system.

**REFERENCE BOOKS**

1. Principles of Hospital Administration and Planning, by B.M.Sakharkar published by :Jaypee Brothers, Medical Publishers (P) Ltd., New Delhi, 2010
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, Himalaya House pub., Mumbai, 2002
3. Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, Tata McGraw Hill
4. D.D. Sharma, Text book of Quality Management
5. Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). (2009). Principles of Hospital
6. Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
7. Reference Books: Raandi Schmidt J. Trumbo and R. Jonson, Quality in
8. Health Care Sector – ASQC Quality – Press.
9. Quality Improvement in Health Care, 2nd Ed, Nelson Thrones



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 307 H- Hospital Safety And Waste Management**

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

Required Lectures: 48 hours

### COURSE DESCRIPTION:

Hospital Waste Management deals with handling wastes in hospitals. The course focuses on practical measures to manage hospital waste production, through various technologies.

### COURSE OBJECTIVE:

1. To raise awareness on public health and environment hazards that may be associated with inappropriate segregation, storage, collection, transport, handling, treatment and disposal of health-care waste.
2. To provide information on hazards and sound management practices of health-care waste for the formulation of policies and the development or improvement of legislation and technical guidelines.
3. To identify waste management practices and technologies that are safe, efficient, sustainable, economic and culturally acceptable
4. To enable managers of health-care establishments to develop their waste management plans.

**COURSE OUTCOMES** After completion of this course students will be able to

CO1 **Evaluate** technical and sanitary aspects of hospital waste management situation in selected facilities, regarding to handling, storage, treatment, collection and final disposal.

CO 2 **Understand** the concept of disaster Management

CO3 **Assess** the existing legal and regulatory framework of hospital waste management.

CO4 **Identify** areas of potential environmental concerns that will need to be addressed in light of the Negative Determination with conditions

CO5 **Develop** medical waste management policies and procedures and health staff training guidelines on these procedures. **(Create)**

### I: Fire Safety Service:

- 1.1 Introduction, Importance
- 1.3 Fire prone areas
- 1.4 Provisions of Fire Safety Regulations – Fire Prevention & Fire Safety Act, 1986 mandatory provisions
- 1.5 Manpower requirements
- 1.6 Staff & training
- 1.7 Fire action plan.
- 1.8 Security sensitive areas
- 1.9 Functions of hospital security department
- Security organization & physical security measures

### 2 Disaster Management: Introduction

- 2.1 Types of Disasters- Natural & Manmade
- 2.2 Effects of various types of Disasters
- 2.3 Essentials of Disaster Management – Preparedness & Response
- 2.4 Hospital Disaster Management Plan
- 2.5 National Disaster Management Authority

### **3 Hospital Waste Management:**

- 3.1 Introduction to Hospital Waste
- 3.2 Importance of Hospital Waste management
- 3.3 Types of Hospital Waste
- 3.4 Categories of Biomedical waste
- 3.5 Containers
- 3.6 Color code
- 3.7 Biomedical Waste Collection
- 3.8 Classification, Segregation, management and disposal,
- 3.9 Waste incinerators, Shredders
- 3.10 Legal aspects of waste management, Outsourcing of Waste Management

### **4 Prevention of Hospital Acquired Infections: Introduction, Hand Hygiene**

- 4.1 Use of PPE
- 4.2 Vaccination of healthcare workers
- 4.3 Transmission Based Precautions
- 4.4 Organizational Structure of Infection Control

### **5 Safe Injection Environment: Introduction**

- 5.1 Present Scenario
- 5.2 Best Practices and Policy for Safe Injection environment
- 5.3 Injection waste disposal
- 5.4 Newer technologies for safe injection practices.

### **6 Energy Conservation: Introduction**

- 6.1 Need & importance
- 6.2 Fundamental control application
- 6.3 Advanced Control Applications and Integrated control Applications

### **7 Occupational Safety:**

- 7.1 Health and safety issues
- 7.2 Economic benefit and value of Occupational Health and Safety
- 7.3 Risk Assessment
- 7.4 Prevention of Biological hazards
- 7.5 Chemical Hazards
- 7.6 Ergonomic hazards
- 7.8 Psychosocial and others
- 7.9 Safety practices for Healthcare Personnel and waste workers.

### **8 Food Safety: Introduction, Need, Sources of contamination Farm to Fork Model for food safety.**

### **9. Radiation Safety: Introduction, Need, Importance, Hazards, Regulations, Building Structure Personnel and patient protection, Radiation Surveys, Training, Emergency Actions**

### **10. Patient Safety: Introduction, Need, Importance, Goals Regulations**

## **REFERENCE BOOKS**

1. Hospital Waste Management: A Guide for Self Assessment and Review-Baserkar Shishir
2. Hospital Infection Control Guidelines: Principles and Practice: Singh Sanjeev, Gupta Shakti Kumar, Kant Sunil
3. Hospital Administration; By D C Joshi & Mamta Joshi: Jaypee publishers.
4. Modern Trends in Planning & Designing of Hospitals; By S Gupta & S Kant, Chandrasekhar Satpathy, Jaypee Medical Publishers, Delhi
5. Principles of Hospital Administration and Planning ; By BM Sakharkar
6. Essentials for Hospital Support Services and Physical Infrastructure: By Madhuri Sharma; Jaypee Brothers, , New Delhi

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(NAAC Reaccredited 'A' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

### SEMESTER: III

#### Paper: AC 301: Advanced Excel (Audit Course)

Total Marks: 100 (Internal)

Required Lectures: 30 hours



#### Course Description:

Advanced Excel is a comprehensive tutorial that provides a good insight into the latest and advanced features available in Microsoft Excel 2013. It has plenty of screenshots that explain how to use a particular feature, in a step-by-step manner.

#### Course Objectives:

- To understand the importance of Advance Excel in business operation in order to solve complex business calculations.
- To study how this software is enabling business units to carry their work smoothly and efficiently.

#### Course Outcomes:

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

CO1. Handle bulk data easily by using various Advance Excel formulae.

CO2. Make attractive presentations by using different types of graphical presentations.

CO3. Can present data systematically and perform calculations quickly which will help to save time.

1. Create an excel spreadsheet to create marks statement of students using basic formatting features.
2. Create an excel spreadsheet for student list with marks details & calculate total, average, percentage, conditional and mathematical function.
3. Apply Financial Functions in Excel.
4. Create a spreadsheet and apply data Validation functions to it.
5. Create an excel spreadsheet to show summery of class & highlight top 10 of each subject, fail students using conditional formatting.
6. Create spreadsheet for present salesman progress report of year using various graphs.
7. Create spreadsheet for employee details (Empno, Ename, city, department, and date of birth, salary, and location) apply sorting& filter on data.
8. Create Spreadsheet for area wise salesman report & apply pivot table & prepare pivot table.
9. Create spreadsheet for product detail (prod id, name, rate) & create another spreadsheet for sales order sheet using lookup functions.
10. Create spreadsheet to demonstration for inbuilt excel function like Math. Date, Text and logical functions.

# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: AC 302: Cyber Security (Audit Course)

Total Marks: 100 (Internal)

Required Lectures: 30 hours



## Course Description

This course provides fundamental knowledge of Cyber Crime and Cyber Security. The course also focuses on cyber security threats and attacks, cyber security technology, cryptography system, e-mail security, social network security and challenges in cyber security.

## Course Objectives:

1. To understand the fundamental concepts of Cyber Crime and security.
2. To study the importance of Cyber Security mechanism.

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

- CO1. **Understand** the basics of cybercrime and security.
- CO2. **Identify** the different cyber security threats and attacks.
- CO3. **Remember** the cryptographic system and digital signature
- CO4. **Describe** the E-mail and Social network security.

## Course Contents:

1. Meaning and basic principles of cyber security
2. Importance and types of Cyber Security
3. Types of Cyber Security Threats and Attacks
4. Cyber Security Technologies: Firewall, VPN, Intrusion Detection System, Access Control
5. Cyber Crime: Introduction, E-Mail spoofing and tracking, mobile number spoofing
6. Cryptography System and Digital Signature
7. E-mail Security: Meaning, Secure E-Mail Service Provider, Features of E-mail Service provider
8. Social Network Security

## REFERENCE BOOKS:

1. Introduction to Cyber Security: Guide to the World of Cyber Security – Anand Shinde(s) – Notion Press.com – ISBN-978-1-63763-642-4

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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: AC 303: Digital Marketing (Audit Course)**

Total Marks: 100 (Internal)

Required Lectures: 30 hours



**Course Description:**

This course deals with important aspects of Digital Marketing of the modern era

**Course Objective:**

To provide an insight into various Digital Marketing options for practical applications

**Course Outcomes:**

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

- CO1. **Understand** the concept of Digital Marketing
- CO2. **Describe** the business drivers in the virtual world.
- CO3. **Identify** online tools for marketing
- CO4. **Evaluate** aspects of contemporary digital revolution
- CO5. **Develop** integrated online communication process.

1. Identify Digital Marketing content from various sources and list at least 10.
2. Identify visitor engagement patterns of various advertisements.
3. List out E-CRM initiatives with respect to a Product, Service, or experience.
4. Download a Mobile app for a product or Service and list its features.
5. Create an account in LinkedIn and Instagram and share the link.
6. Identify and List out 5 pay per click advertisements in the social media
7. Use Social media to create awareness about your contribution to society
8. Identify 2 game based marketing activities.
9. Prepare an affiliate marketing business model for any product / service
10. Prepare a 10 to 15 slide PPT presentation on above topics.

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: AC 304: Financial Planning (Audit Course)**

Total Marks: 100 (Internal)

Required Lectures: 30 hours



**Course Description:** This course is a comprehensive introduction course on the fundamentals of financial planning

**Course Objective:**

- To Know basic concepts in financial planning
- To Understand various financial products for Investment
- To Understand various types of personalities and their financial needs

**Course Outcomes:**

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

- CO1. **Discuss** the Fundamentals of Financial Planning
- CO2. **Identify** the Risk and Return Potential of various Investment Avenues
- CO3. **Prepare** Appropriate and Relevant Financial Plans as per the needs of the Individuals
- CO4. **Recognize** potential tax implications within a financial planning situation

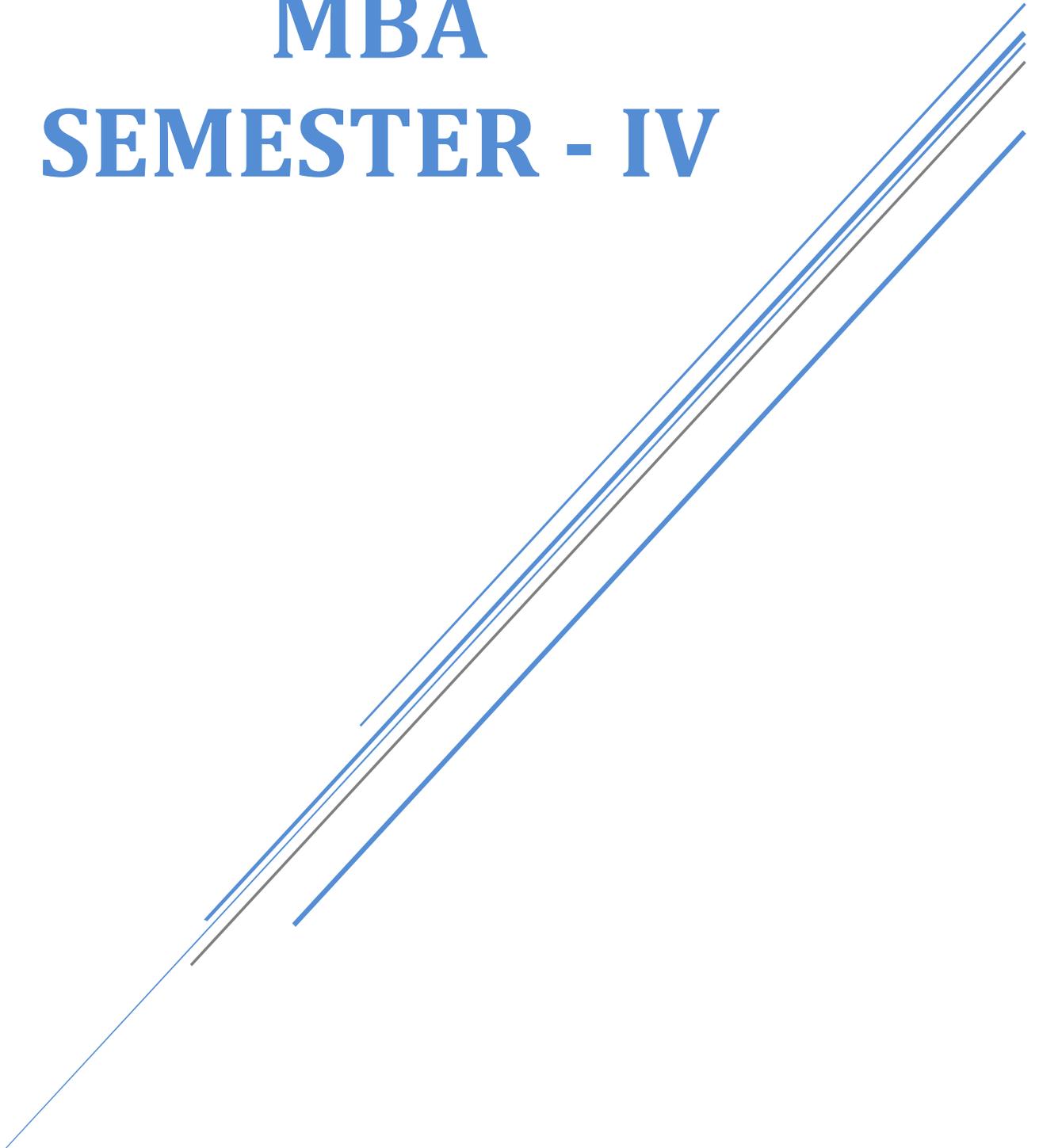
1. Introduction to financial planning – Meaning and Steps of financial planning
2. Understanding the Individuals – Personality types, Financial Goals, Risk Taking Capacity, Budget
3. Concepts in Financial Planning - Time Value of Money, Diversification, Investment Timing, Power of Compounding
4. Characteristics of Various Investment Avenues
5. Life Insurance and Mediclaim – Meaning, Need, Importance and types of policies
6. Asset Allocation and Model Financial Plans

**Assignments**

- 1) Explain the Meaning of Financial Planning and discuss the steps in Financial Planning
- 2) Identify Risk and Return Potential of Various Investment Avenues
- 3) Identify the different types of Life Insurance Policies
- 4) Identify the different types of Investor Personality and their traits.
- 5) 'Tax planning is an integral part of financial planning' Explain with a Case study
- 6) Prepare Model Financial Plan for Individuals of different age groups and financial background (Minimum 3 Cases)

# **MBA**

## **SEMESTER - IV**





Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: IV

**Paper 401: Design Thinking and Innovation Management**

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

Required Lectures: 48 hours

**Course Description:** Design thinking is a method of applying creativity to come up with novel solutions to tough problems. It's the process of immersing oneself in a problem space, thinking creatively around pain points and opportunity areas, then iteratively prototyping totally new solutions. Focused on listening, user empathy, whole-brain thinking, collaboration, and experimentation, design thinking can be applied within any team and in any field; from architecture and design to healthcare and product development.

The course provides an insight to the relevance of Design Thinking in Innovation management and equips students with necessary inputs to handle innovation.

**Course Objectives:**

1. To introduce the concept of Design Thinking and its relevance in innovation
2. To equip students with the core concepts, frameworks, and techniques of Innovation management and its Applications

**Course Outcomes: At the end of the course the student will be able to:**

1. **Relate** the principles of Design thinking
2. **Devise** and **develop** strategic foresight to business models
3. **Distinguish** between Innovation Function and Innovation Management
4. **Identify** Innovation opportunities
5. **Understand** the process of New Product development.
6. **Assess** various challenges related to innovation

**Unit – I Design Thinking**

**(10)**

Emergence of design thinking, Understanding the basics of design thinking: Following & communicating the principles, Process of Design Thinking. Understanding principles of design thinking. Personality Profile of Design Thinker, Design Thinking Cultures, Ten Tools for Design Thinking Creating Ideal conditions for design thinking.

**Unit-II Business Challenges and Design Thinking Solutions:**

**(06)**

Storytelling, Strategic Foresight, Sensing, Value Redefinition, Experience Design, Humanization, Prototyping, Business Model Design

**Unit-III Innovation Function**

**(08)**

Concept of Innovation, Characteristics of innovation, Sources of innovation, Types of innovation, Levels of Innovation, Evolution of innovation management, Effective innovation management, Performance evaluation.

**Unit-IV Innovation Opportunities & Strategizing Innovation**

**(08)**

Sources of innovation, Innovation behavior, Opportunity identification tools, Opportunity analytical tools, Forecasting tools, **Strategizing Innovation** - Innovation as strategy component Developing innovation strategy, Market standing based strategies,. Environment based strategies

**Unit-V New Product Development****(08)**

External Factors Affecting NPD, Internal factors affecting NPD, The Process of New Product Development, Types of NPD Outsourcing, Motivation to creativity

**Unit-6 Open Innovation Framework****(08)**

Inbound innovation (Outside-in approach), Outbound innovation (Inside –out approach), Closed Innovation Approach, Open innovation approach, Safeguarding innovation, Concept of IPR, Benefits from patents.

**REFERENCE BOOKS:**

1. Design Thinking for strategic Innovation: What They Can't Teach You At Business Or Design School- Idris Mootee- Wiley - ISBN 978-1-118-62012-0
2. Design Thinking by Tim Brown -harvard business review - June 2008
3. Innovation By Design - Jodie Brandon - The Career Press
4. How Design Thinking Transforms Organizations and Inspires Innovation - Tim Brown with Barry Katz – Harper Coilns
5. DESIGN TH!NKING by Gavin Ambrose and Paul Harris -AVA Book Production Pte. Ltd., Singapore ISBN 978-2-940411-17-7
6. Systems Thinking, Third Edition\_ Managing Chaos and Complexity\_ A Platform for Designing Business Architecture- Jamshid Gharajedaghi –Elsevier
7. Thinking & Acting Like a Designer: How design thinking supports innovation in K-12 education- Annette Diefenthaler, Laura Moorhead, Sandy Speicher, Charla Bear, Deirdre Cerminaro- wise Research
8. Innovation Management – C S G Krishnamacharyulu, Lalith R. Himalaya Publishing House.
9. Innovation Management by Vinnie Jauhari &Sudhanshu Bhushan Oxford publications.
10. Innovation Management and New Product Development By Trott – Pearson,
11. Managing Technology and Innovation for Competitive Advantage by V.K. Narayanan – Pearson LPE



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 402: Entrepreneurship & Project Management**

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

Required Lectures: 48 hours

### **Course Description**

Entrepreneurship is the act of creating a business or businesses while bearing all the risks with the hope of making a profit. The Entrepreneur believe in transforming the world by solving big problems. This course provides the meaning of entrepreneurs, how new ventures are set up, Project Management and practical knowledge about business plan.

### **Course Objectives:**

- To provide theoretical foundations of entrepreneurship development
- To acquaint students with the special challenges of starting new ventures and introducing new product and service ideas.
- To create an awareness of the need of systematic Management of projects.
- To provide the skill in executing various projects, starting from project identification till project termination.

### **Course Outcomes:**

After completion of this course, the students will able to -

- CO1. **Identify** the opportunities as entrepreneur.
- CO2. **Use** of the various aspects of entrepreneurship in business development.
- CO3. **Differentiate** Entrepreneurs.
- CO4. **Analyze** new ideas & opportunities available for new ventures.
- CO5. **Understand** the management of various functions of enterprises.
- CO6. **Prepare** Business plan and project.

### **Unit – I Entrepreneur and Entrepreneurship (8)**

- 1.1. Entrepreneur - Concept, Functions, Characteristics, Qualities, Roles & Responsibilities.
- 1.2. Entrepreneur vis-à-vis Professional Manager, Intrapreneur, Copreneur.
- 1.3 Evolution of the concept of Entrepreneurship.
- 1.4 Entrepreneurship Today.
- 1.5 Entrepreneurial Competencies & Capacity Building for Entrepreneurs.
- 1.6 Entrepreneurial Development and Training.

### **Unit – II Types of Entrepreneurs (8)**

- 2.1 Micro, Small & Medium Enterprises.
- 2.2 Women Entrepreneur – Introduction, Opportunities, Challenges, Remedial Measures, Role Models of Women Entrepreneurs in India, Self- help groups.
- 2.3 Rural & Agricultural Entrepreneurs
- 2.4 Social Entrepreneur
- 2.5 E-Entrepreneur.
- 2.6 Recent trends in Family Business.

### **Unit - III New Venture Creation (8)**

- 3.1 New ideas & opportunities: Developing business ideas, evaluating the opportunity-feasibility analysis – Developing business model.

- 3.2 Business plan meaning, significance and contents – Formulation & presentation – common errors – Preparation of project report.
- 3.3 Estimating financial fund requirement.
- 3.4 Sources of finance – Traditional & Non- traditional sources – venture capitalist, Angel investors, and Private equity cash.
- 3.5 Financing of small scale industry in developing countries.
- 3.6 Role of Central & state Government in promoting Entrepreneurship with various incentives, subsidies, grants, and export oriented units, fiscal & Tax concession.

**Unit- IV Management of Enterprises (8)**

- 4.1 Financial Management in Enterprises.
- 4.2 Operation & Human Resource Management.
- 4.3 Managing Marketing & Growth in Enterprises.
- 4.4 Essential Marketing Mix of Services.
- 4.5 New Techniques of Enterprise.
- 4.6 Essence of Business ethics and Corporate Social Responsibility.

**Unit- V Project Management & Financing (8)**

- 5.1. Project: Identification, Project Design, Project Planning, Project Appraisal.
- 5.2. Generating an Investment Project proposal.
- 5.3. Prepare a Project report with all required legal documentation.
- 5.4 Financial statement based on projected revenues & expenses.
- 5.5 Market Research & Market Competition.

**Unit – VI Business Plan (8)**

- 6.1. Business Planning – Introduction, Purpose, Contents, Process.
- 6.2. Create an effective Business Plan.
- 6.3. Reasons for Failure of Business Plan.
- 6.4 Procedure for setting up an enterprise.

**REFERENCE BOOKS:**

1. Dynamics of Entrepreneurship Development and Management – Vasant Desai, Himalaya.
2. Entrepreneurship Development small business Enterprises – Poornima Charantimath – Pearson.
3. Entrepreneurship, Robert D. Hisrich, Michal P. Peters, Tata McGraw-Hill Edition
4. New Venture Creation - Stephen Spinelli, Jr. Robert Adams.
5. Entrepreneurship Development and Project Management - Neeta Baporikar, Hiimalaya
6. The Project Manager's MBA - Denis J. Cohen and Robert J. Graham.
7. Project Management - Gray, Larson – Tata McGraw Hill
8. Project Management - Vasant Desai- Himalaya
9. Project Management - Maylor - Pearson
10. How to write a business plan – Mike MCKeever
11. Successful Business Plan: Secrets & Strategies – Rhonda Abrams



## Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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### FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

#### SEMESTER: IV

#### Paper: 403 Indian Commercial Law

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

Required Lectures: 48 hours

#### Course Description:

This paper focuses on Consumer protection act, Companies act, cyber law, RTI Act and arbitration and its component to enable the students and develop amongst them the proper understanding of the subject.

#### Course Objectives:

- To provide the Basic knowledge about the Company.
- To increase the Understanding level of Individual about rights as a Consumer.
- To aware about the basic terms in the field of Information Technology.
- To provide the practical aspects in the light of case study.

#### Course Outcomes

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

- CO1 **Identify** the provisions of Consumer Protection Act 1986
- CO2 **Recognize** various provisions of Companies Act 2013
- CO3 **Discover** objectives and schemes of IT Act 2000 w.r.t. Digital signature and e-governance
- CO4 **Interpret** and implement Right to Information Act 2005
- CO5 **Solve** Industrial Dispute through Arbitration
- CO6 **Apply** legal knowledge to Solve cases pertaining to business.

#### 1. The Consumer protection Act, 1986

(12)

- 1.1. Definition: Appropriate laboratory, complainant, complaint, consumer, consumer dispute.
- 1.2. Who is consumer
- 1.3. who can make a complaint
- 1.4. Unfair Trade practices
- 1.5. Restrictive Trade Practices
- 1.6. Medical services and the consumer protection Act, 1986
- 1.7. Consumer Protection Councils
- 1.8. Consumer Dispute Redressal Agencies
  - 1.8.1. Central Consumer Protection Authority (CCPA)
  - 1.8.2. Mediation
  - 1.8.3. Simplified Dispute Resolution Process
  - 1.8.4. Product Liability
  - 1.8.5. Rules on e-commerce and direct selling
  - 1.8.6. Penalty for adulteration of products/spurious goods
  - 1.8.7. New features of new Consumers protection Act 2019

#### 2. The Company Law – Companies Act 2013

(12)

- 2.1. Definition, characteristics, & types of company
- 2.2. Setting up of a company
  - 2.2.1. Incorporation of company: Promoter & Pre incorporation contract
  - 2.2.2. Prospectus & public offer
  - 2.2.3. Shares, share capital, debentures
- 2.3. Management & Administration
  - 2.3.1. Directors: - Types, Duties & Liability, Responsibilities
  - 2.3.2. Corporate Social Responsibility

- 2.4. MOA & AOA: - Meaning & Content
- 2.5. Winding up of the company & its types

**3. Cyber laws – Information Technology Act 2000 (12)**

- 3.1. Objectives & scheme of the IT Act 2000
- 3.2. Digital signature – i) meaning ii) Authentication of electronic records – Asymmetric Crypto system , Electronic records , Key pair , Private key , Public Key
- 3.3. Electronic Governance –
  - 3.3.1. Legal recognition of electronic records & digital signature
  - 3.3.2. Use of electronic records & digital signature in Government & its signature
  - 3.3.3. Retention of Electronic Records
  - 3.3.4. Powers to make rules by central government in respect of digital signature
  - 3.3.5. Definitions of – Information , electronic form , Computer , Computer network , Computer resources , Computer system , Data & functions.
  - 3.3.6. meaning of certifying authority under the act

**4. Right to Information Act 2005 (6)**

- 4.1. Important theme w.r.t. Citizen, information & public authority
- 4.2. Enforcement and Penalty under act
- 4.3. Right of Third Party

**5. Arbitration (6)**

- 5.1. What is Arbitration & Conciliation
- 5.2. Arbitration Agreement
- 5.3. Appointment of Arbitrator
- 5.4. Arbitration Proceedings
- 5.5. Arbitral Tribunal
- 5.6. Arbitral Award
- 5.7. New York convention Awards
- 5.8. Geneva Convention Awards

**6. Case studies in Indian commercial laws – Typical case based on above topics only (12)**

**REFERENCE BOOKS**

- 1. Mercantile & Commercial Laws by Rohini Aggrawal – Taxman Publication
- 2. Legal Aspects of Business – Albuquerque – Oxford University Press
- 3. Legal Aspects of Business by Akhileshwar Pathak – Tata McGraw Hill
- 4. Business Regulatory Framework by Das – Oxford University Press
- 5. Legal Aspects of Business by R.R.Ramtirthkar – Himalaya Publishing House
- 6. Elements of Merchantile Laws by N.D. Kapoor – Sultan Chand & Sons
- 7. Business law – Bulchandani - Himalaya



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 404 A –Financial Derivatives**

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

Required Lectures: 48 hours

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### **Course Description:**

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, instruments, and Mechanism for Trading, Clearing and Settlement.

### **Course Objectives:**

- Know the basics of the Indian equity derivatives market.
- Understand the various trading strategies that can be built using futures and options on both stocks and stock indices.
- Understand the clearing, settlement and risk management as well as the operational mechanism related to equity derivatives markets

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

- CO1. **Describe** the basic concepts of financial derivatives.
- CO2. **Explain** the various derivative instruments operating in the Indian Derivatives market along with their features and terminologies.
- CO3. **Determine** the various trading & hedging strategies that can be built using futures and options on both stocks and stock indices.
- CO4. **Explain** the Mechanism of Trading, Clearing and Settlement in Derivatives Market

### **1. Basics of Derivatives (08)**

- 1.1 Financial Derivatives – Definition and Meaning
- 1.2 Derivatives Market – History and Evolution
- 1.3 Derivatives Market in India
- 1.4 Types of Derivatives – Forwards, Futures, Options, Swaps
- 1.5 Participants in Derivatives Market
- 1.6 Uses of Derivatives
- 1.7 Critiques of Derivatives

### **2. Forward and Futures Contract (08)**

- 2.1 Forwards Contract and Futures Contract- Meaning and Features
- 2.2 Terminologies in Futures Contract –Spot Price, Futures Price, Contract Cycle, Expiration day, Contract Size & Contract Value, Tick Size.
- 2.3 Forward Vs Future Contracts
- 2.4 Functions of Future Contracts
- 2.5 Types of Future Contracts
- 2.6 Hedging Strategies using futures
- 2.7 Futures Trading on BSE & NSE

### **3. Options Contract (12)**

- 3.1 Options- Concept
- 3.2 Option Terminology- Option Buyer, Option Writer, Option Price/ Premium, Expiration Day, Lot Size, Spot Price, Strike Price/ Exercise Price.
- 3.3 Types of Options – Call & Put, European & American, Exchange Traded & OTC
- 3.4 Distinction between Options and Futures Contracts
- 3.5 Intrinsic Value and Time Value of Options
- 3.6 Factors affecting Option Pricing

3.7 Option Greeks- Delta, Gamma, Theta, Vega, Rho

3.8 Option Trading Strategies

#### **4. Trading Mechanism (08)**

4.1 Trading Mechanism – Entities Involved in trading of Futures and Options, Market timing of Derivative Segment, Order types and Conditions, Order Matching rules

4.2 Eligibility criteria for selection of stocks for derivatives trading

4.3 Selection criteria of Index for Trading

4.4 Adjustments for corporate actions

4.5 Trading Costs

4.6 Algorithmic trading

4.7 Tracking Futures and Options data

#### **5. Futures and Option clearing and settlement (04)**

5.1 Clearing Members

5.2 Clearing Mechanism Settlement Mechanism

5.3 Risk Management

5.4 Margining and Mark to Market under SPAN

#### **6. Swaps (08)**

6.1 Swaps - Concept and Meaning

6.2 Evolution of Swap Market, Features of Swaps

6.3 Types of Swaps- Interest rate swaps, Currency Swaps, Commodity Swaps, Debt- Equity Swaps

6.4 Economic Functions of Swap Market

#### **REFERENCE BOOKS:**

1. Financial Derivatives: Theory concepts & problems – S.L.Gupta – Prentice Hall of India (PHI)
2. Derivatives And Risk Management – Dr R. P Rustagi – Taxmann's
3. Options, Futures & Other Derivatives - Hull C John, Sankarshan Basu – Pearson Educations Publishers
4. Derivatives And Risk Management – Jayanth Verma- Tata Mcgraw Hill
5. Futures Markets: theory & practice” – Sunil K Parmeswaran – Tata McGraw Hill.
6. Financial Derivatives – Bishnupriya Mishra ,Swaroop – Excel Books
7. Fundamentals of Financial Derivatives – N.R. Parsuraman – Wiley India
8. Derivatives – T.V.Somnathan - Tata McGraw Hill.
9. Financial Derivative & Risk Management – O.P.Agrawal – Himalaya Publication
10. Work book for NISM Series VIII : Equity Derivatives Certification Examination



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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 405 A –Goods and Services Tax**

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

Required Lectures: 48 hours

**COURSE DESCRIPTION:**

It deals with the basic provisions and framework of Goods & Service Act

**COURSE OBJECTIVE:**

To understand the Fundamental provisions of Goods & Services Tax (GST).

**COURSE OUTCOMES:**

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

- CO1. **Enumerate** the various terms associated with GST (Remember)
- CO2. **Explain** how GST works as a Uniform Tax Structure (Understand)
- CO3. **Apply** the knowledge of GST for paying taxes and filing GST Returns (Apply)

**1. Introduction**

**(06)**

Need and Genesis of GST. Dual GST Model: CGST, SGST, UTGST, IGST. GST Network, GST council

**2. Basics of GST**

**(06)**

Definitions: Aggregate Turnover, Business, Capital Goods, Goods, Service, Input Tax Credit, Consideration.

Registration: Registration Procedure, Persons not liable for registration, Compulsory registration,

Deemed registration, Cancellation vs. Revocation of registration, Unique Identification Number.

**3. Supply under GST and Valuation of Supply**

**(10)**

Levy and Collection of Tax, Supply, Place of Supply, Interstate and Intrastate Supply, , Valuation of Supply,

Types of Supply under GST Regime, Composition Levy, Exemption from tax, Person liable to pay tax, Tax

Deduction at source (TDS) under GST.

**4. Input Tax Credit**

**(08)**

Eligibility and Conditions for claiming ITC, Apportionment of Credit, Non - Availability of Input Tax Credit,

Reverse Charge Mechanism

**5. Maintenance of Records and Filing Returns**

**(10)**

Tax Invoice, Issue of debit note, issue of credit note, Types of Electronic Ledgers, Accounts, Audit, E-way

Bill Returns: Types and periodicity of GST return for different categories of Taxpayers, Matching, reversal

and reclaim of ITC as well as Output Tax Credit

**6. Payments under GST**

**(08)**

Payment of Tax, Interest on delayed payment of tax, Doctrine of Unjust Enrichment

Penalties: General Principles for imposing penalties, Penalties for Offences under Section 122 of CGST

Act., General Penalties

**References Books**

1. Students Guide to Income Tax including GST, Singhaniya, Taxmann Publication
2. Taxmann's Basics of GST
3. GST Simplified, Volume I, CA Hemant Singhal
4. GST Manual, Taxmann Publication
5. GST How to meet your Obligations- S S Gupta – Taxmann
6. GST Made Easy – Arpit Haldiya - Taxmann
7. GST Guide for Students, CA Vivek Agrawal
- 2) <http://idtc.icai.org/publications.ph>



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 406 A – Case Studies In Finance**

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

Required Lectures: 48 hours

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### **COURSE DESCRIPTION:**

It deals with enabling the students to be able to take short term operating decisions to achieve operating efficiency and profitability in competitive business environment. The course also ensures that the learner will be able to contribute in long term strategic decisions of the organisation.

### **COURSE OBJECTIVES:**

To depict thorough knowledge of the subject and develop decision making abilities

### **COURSE OUTCOMES:**

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

- CO1. **Appraise** the financial position and improve the profitability of the Organisation through Ratio Analysis and Marginal Costing Techniques
- CO2. **Evaluate** Short Term Decisions regarding liquidity Management in the business wrt. Receivables Mgmt., Working Capital Management, Inventory Management, Cash Management
- CO3. **Plan** Long term Decisions regarding raising and investment of funds wrt. Capital Budgeting, Capital Structure, Dividend Policy

Advanced Decision Making Questions on the Following Topics to be asked:

1. Capital Budgeting
2. Marginal Costing
3. Ratio Analysis
4. Receivables/ Debtors Management
5. Working Capital Management
6. Dividend Policies
7. Interrelated Questions on EOQ and Costs of Managing Inventory
8. Interrelated Questions on Cost of Capital, Leverage and Capital Structure
9. Cash Flow Statement/Funds Flow statement

### **Reference Books:**

1. Financial Management, Khan and Jain, Tata Mcgrew Hill Publication
2. Financial Management, R. M. Kishore, Taxmann Publication
3. Costing Advisor, P V Ratnam & P Lalitha, Kitab Mahal Publication



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: 404 B – Marketing Research and Business Analytics**

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

Required Lectures: 48 hours

**Course Description:**

The course provides foundation of marketing research and its application in business operations. This course helps to cultivate qualitative and quantitative research skills among students.

**Course Objectives:**

1. To introduce the basic framework of marketing research and its applications in marketing operation.
2. To familiarize the students with different measurement scale of data collection for investigation of underlying research problem in marketing.
2. To impart the Data Analysis Techniques and Interpretation skills for data-based decision making.
4. To explore the emerging research application in marketing field.

**Course Outcome:**

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

- CO1. **Describe** the key steps involved in the marketing research process.
- CO2. **Explain** types of measurement scales and Questionnaire design & construction.
- CO3. **Explain** the meaning, nature and types of market survey as method of data collection.
- CO4. List and **describe** the key functions essentials for effective fieldwork and interview.
- CO5. **Discuss** the major techniques of data analysis & interpretation.
- CO6. **Describe** the specific research application w.r.t. test marketing, advertisement, Industrial Marketing, Export Marketing, Sales forecasting, Pricing, Consumer Behaviour and rural marketing.

**1. Introduction**

**(08)**

- 1.1. Marketing research: Meaning, Scope, Purpose, Uses, Limitations and Threats to Marketing Research
- 1.2. Marketing Research and Marketing Management
- 1.3. Business research and its application vis-à-vis marketing
- 1.4. Marketing research process
- 1.5. Marketing Intelligence system:
- 1.6. Concept, Components, Scope, Significance
- 1.7. MIS and Marketing Decision Support System (MDSS)
- 1.8. Ethics in Marketing Research

**2. Data Collection**

**(08)**

- 2.1. Use of internet for primary data
- 2.2. Locating and Evaluating Secondary data
- 2.3. Measurement & Scaling
- 2.4. Concept of Measurement & Scaling
- 2.5. Types of measurement scales- Comparative, Non comparative
- 2.6. Attitude measurement scales, Attribute measurement scales
- 2.7. Questionnaire design & construction

**3. Market Survey as a method of Data Collection**

**(08)**

- 3.1. Market survey: Nature, Meaning and Objectives of Market survey
- 3.2. Types of Market survey
- 3.3. Field work: Conducting a Survey
- 3.4. Conducting Consumer Perception survey
- 3.5. Conducting Consumer Satisfaction survey
- 3.6. Conducting Concept testing survey
- 3.7. Preparation of Report based on the conducted survey

**4. Fieldwork and Interviewing (06)**

- 4.1. Fieldwork: Objectives, Overview, nature
  - 4.1.1. Training of fieldworkers
  - 4.1.2. Supervision of fieldworkers:
  - 4.1.3. Quality control and editing, sampling control control of cheating.
- 4.2. Interviewing
  - 4.2.1. Conditions for successful interview
  - 4.2.2. The interview task
  - 4.2.3. Interviewing errors
  - 4.2.4. Interview for qualitative research

**5. Data Analysis Techniques and Interpretation (10)**

- 5.1. Regression Analysis,
- 5.2. Factor Analysis,
- 5.3. Cluster Analysis,
- 5.4. Discriminant Analysis,
- 5.5. Conjoint Analysis,
- 5.6. Multi-Dimensional Analysis
- 5.7. The Interrelationship between Analysis and Interpretation
- 5.8. Improper interpretation, Improper Analysis
- 5.9. The interpretative process

**6. Specific Research Applications (08)**

- 6.1. Test Marketing
- 6.2. Advertisement Research: Promotion Research, Brand Equity Research, Brand Name testing
- 6.3. Industrial Marketing Research
- 6.4. Export Marketing Research
- 6.5. Sales Analysis forecasting
- 6.6. Pricing Research
- 6.7. Consumer Behavior Research
- 6.8. Rural Marketing

**Live Project 1:** *Students should visit any marketing organizations and conduct the any one of mentioned in 3rd unit & unit 5th surveys and prepares a survey report.*

**Live Project 2:** *As mentioned in live project 1, students should enter the data in SPSS or MS Excel to test the above mentioned multivariate data analysis techniques.*

**REFERENCE BOOKS**

- 1. Market research - G.C. Beri – Tata McGraw Hill
- 2. Marketing Research – Naresh Malhotra – Pearson
- 3. Marketing Research – Easwaran, Singh – Oxford University Press
- 4. Marketing Research-Rajendra Nargundkar – Tata McGraw Hill
- 5. Marketing Research by S L Gupta – Excel Books
- 6. Marketing Research – Suja Nair – Himalaya
- 7. Marketing Research – Burns and Bush – Pearson
- 8. Marketing Research – Luck and Rubin – Prentice Hall Publications
- 9. Marketing Research, Concept & Cases – Cooper Schindler. – Tata McGraw Hill
- 10. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Alburn - Prentice Hall Publications
- 11. Marketing Research by Ramanuj Majumdar –New age International
- 12. Marketing Research by Shajahan –Macmillan



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 405 B - Retail Management and E-tailing**

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

Required Lectures: 48 hours

**Course Description:**

This course is a step to understand Retail sector for the budding entrepreneurs as well the Marketing team as how to cater the requirement of one of the biggest sector of marketing management.

**Course Objectives:**

- To develop understanding about the retail sector and its current requirements
- To highlight the new trends of using technology and equip students to handle such developments in markets and marketing practices.

**Course Outcomes: After completion of this course, students will be able to**

- CO1. **Explain** the basics of retail management and factors influencing retail consumer.
- CO2. **Discuss** the merchandise management, category management, retail pricing strategies and visual merchandizing.
- CO3. **Explain** basic aspects of store site selection, store design and supply chain management.
- CO4. **Explain** different strokes in retail sectors.
- CO5. **Explain** the different forms of retailing and characteristic of different forms of retail industry.
- CO6. **Explain** the different models of E-tailing Business and Marketing Communication.

**Unit – 1 Overview of Retail Management**

- 1) Retail and Retail Management - Definition, functions, the marketing –retail equation,
- 2) Retail in India- Key sectors, factors affecting the growth, aspects of FDI, Challenges faces by Indian Retail Industry, Indian Vs. Global Scenario
- 3) Steps / Elements of a retail strategy, The wheel of retailing, Scrambled merchandising, The retail life cycle
- 4) Retail Consumer- Factors influencing the retail industry, Buying behavior, Segmentation

**Unit – 2 Merchandise Management and Visual Merchandizing**

**1) Merchandise Management**

- a) Devising merchandise plans and Category Management
- b) Retail Pricing- Elements, Determining the price, policies/strategies, Mark-up /Mark-down price,
- c) Merchandise Planning Systems- Open-To-Buy System, Allocating Merchandise to store.
- d) Evaluating merchandise performance

**1) Visual Merchandizing**

- a) Importance and elements of Visual Merchandizing
- b) The use of Planograms and Product Positioning

**Unit – 3 Store Management and Supply Chain Management**

**1) Store Design**

- a) Objectives , Layouts, Signage and Graphics
- b) Space Management- Space Allocated to Merchandise Categories
- c) Store site selection and types

**1) Supply Chain Management (SCM)**

- a) Concept of Supply Chain Management
- b) Issues involved in SCM
- c) Supply Chain Integration
- d) Innovation in SCM - VMI , Cross Docking
- e) Retail Logistics

**Unit – 4 Different strokes in retail sectors**

- 1) Retail marketing software- cloud based POS solution for multi-location retailers.

- 2) Entertainment zones @retail sectors- e.g. - gaming, magician Art work, selfie points, mini-theatre, amphitheater, live performance.
- 3) Hospitality @ retail POS- training to human resource for attitudinal change and grooming, extension counters e.g.-Crèches, Paid lockers, Bank ATM's, Availability of general doctors and First Aid.
- 4) Exhibitions and campaigning.
- 5) Unorganized retailing-
  - a) Food e.g. Chowpatty and Khau-galli, Food truck and Food stations, Road side vendors e.g. (banana wafers, Tea stalls/sellers, Poha-Misal-VadaPaav etc., Fruit and Vegetable vendors etc.), Local kirana-shops (nukkad),local restaurants
  - b) Cloth – Sale , hawkers zone (fashion streets)

#### **Unit - 5 Situation Analysis**

##### **1) Scenario of retail industry by ownership view**

###### **a) Characteristics of retail industry by -**

- i) Solo/independent owner
- ii) Chain/Channel management
- iii) Franchising
- iv) Co-operative society

##### **2) Forms of Modern / Non-traditional retailing**

- a) Direct selling and marketing
- b) Use of vending machines
- c) Use of cashless transactions

#### **Unit – 6 E-tailing**

- 1) The online retail sector of India
- 2) E-tailing Business Models-Virtual Merchants, Brick-and-Clicks, Catalog Merchants, Manufacturer-Direct
- 3) Marketing Communication-Online and offline Advertising, Display Ads-Banner and Pop-Ups, rich media / Video Ads, Search engine advertising, network keyword advertising, Social media advertising Blogs, Social Networks
- 4) Business models of Indian e-tailers- Flipkart, Amazon and Paytm

#### **REFERENCE BOOKS:**

1. Retail Management a strategic Approach-Barry Berman, Joel R. Evans- Pearson
2. Retailing Management- Michael Levy, Barton A Weitz and Ajay Pandit- Tata McGraw-Hill
3. Digital Marketing – Ahuja - Oxford University Press
4. Retailing Management- Swapna Pradhan- McGraw-Hill
5. Retail Management- Suja Nair-Himalaya Publishing House
6. E-Commerce –Business. Technology. Society. – Kenneth C. Laudon, Carol Guercio traver- Pearson
7. Yuri Sawerschel- Founder of Creative Supply & Visiting Lecturer at EHL, © 2022 EHL Hospitality Business School, Switzerland, all rights reserved. <https://hospitalityinsights.ehl.edu/retail-and-hospitality-convergence>,
8. Unorganized retail shopping experience in India: an empirical investigation- Pacific Business Review international- volume 5 issue 7 (January 2013)
9. 9 entertainment hubs in FEC centres across India - MONDAY, AUGUST 22, 2022 <https://www.indiaretailing.com/2018/08/14/shopping-centre/9-entertainment-hubs-in-fec-centres-across-india/>
10. Mall developers turn to entertainment zones By Mansi Tiwari & Lisa Mary Thomson, ET Bureau Last Updated: Aug 24, 2008, 02:38 AM IST [https://economictimes.indiatimes.com/companies/mall-developers-turn-to-entertainment-zones/articleshow/3397605.cms?utm\\_source=whatsapp\\_pwa&utm\\_medium=social&utm\\_campaign=socialsharebuttons&from=mdr](https://economictimes.indiatimes.com/companies/mall-developers-turn-to-entertainment-zones/articleshow/3397605.cms?utm_source=whatsapp_pwa&utm_medium=social&utm_campaign=socialsharebuttons&from=mdr)



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 406 B – Case Studies In Marketing**

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

Required Lectures: 48 hours

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### **Course description**

The course will help students to realise multiple problems that are faced in the real life situation It will help them to practice analytical skills and sensitise them of different perspectives of given situation. It will give them a chance to apply theory in resolving issues to improve situation and choose appropriate solutions.

### **Objectives:**

- To enhance analytical skills of students
- To make better decision makers

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

- CO1 **Identify** case problems
- CO2 **Develop** decision making ability of students
- CO3 **Assess** the case situations from the viewpoint of case protagonist.
- CO4 **Determine** and **analyze** problems, develop solutions to various case situations.

The student has to select and discuss the case studies related to paper no 204 and respective specialization papers no 304, 305, 306, 307, 405, 406, those will have impact on business decision making in each paper



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 404 C – Performance & Compensation Management**

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

Required Lectures: 48 hours

### Course Description:

The purpose of this course is to provide students with the knowledge and skills needed to work effectively in managing Performance & Compensation of employees at workplace to enhance the contributions of all employees to organizational effectiveness. This course identifies and defines the role and key concepts of Performance & Compensation management and examines how they are used in management practices particularly to evaluate the performance of individual or group with the result achieved by them.

### Course Objectives:

- To examine the area of Performance & Compensation management that delivers sustained success to organizations
- To improve the performance of people who work in the organisation by developing the capabilities of individual contributors and team.
- The course involves both the manager and employee in identifying and describing essential job functions and relate them to the mission and goals of the organization.
- To develop realistic and appropriate insights about compensation management.
- To understand wages and salary administration.
- To gain insights about incentives plan, Fringe benefits and Payroll.

### Course Outcomes:

After completion of the course you should be able to:

- CO1. **Identify** performance management parameters in organization
- CO2. **Outline** Performance Management Process
- CO3. **Develop** and enhance team performance.
- CO4. **Identify** factors of compensation and job evaluation.
- CO5. **Develop** sound wages and salary administration policy
- CO6. **Explain** payroll, incentives and fringe benefits.

### Unit – I Introduction to Performance Management (10)

- 1) Performance Management
  - 1) Concept, Scope & Importance of Performance Management
  - 2) Pre-requisites of Performance Management
  - 3) Objectives & Principles of Performance Management
  - 4) Determinants of Job performance
  - 5) Elements of effective Performance Management
  - 6) Challenges to Performance Management
- 2) Performance Management System
  - 1) Introduction to Performance Management System
  - 2) Functions & Characteristics of Performance Management System
  - 3) Competency-Based Performance Management System
  - 4) Electronic Performance Management

### Unit – II Performance management process (10)

- 1) Introduction to performance management process
- 2) Preconditions for successful institution of performance management process in organizational context
- 3) Performance Management Process
  - a) Performance Planning

- i) Meaning & Objectives of Performance Planning
- ii) Methodologies of performance planning
- iii) Barriers to performance planning
- b) Performance Managing
  - i) Meaning & Objectives of Performance Managing
  - ii) Process of Performance Managing
- c) Performance Appraisal
  - i) Meaning & Characteristics of Performance appraisal
  - ii) Process of Performance appraisal
- d) Performance Monitoring
  - i) Meaning & Characteristics Performance monitoring
  - ii) Process of Performance monitoring

**Unit – III Performance Management Implementation & Competency Management (8)**

- 1) Performance Management Implementation
  - a) Bottlenecks in the implementation of Performance Management
  - b) Strategies for effective implementation of Performance Management
- 2) Competency Management
  - a) Concept & Classification of competencies
  - b) Competencies for HR Professionals
  - c) Competency mapping

**Unit – IV Introduction to Compensation Management (6)**

- 1) Meaning, Concept, Objectives & Core components of Compensation
- 2) Factors affecting employee's compensation
- 3) Designing a Compensation system
- 4) Compensation as a Retention strategy
- 5) Framework of Compensation Policy
- 6) Job Evaluation-Concept, Objectives & Process, Problems and Techniques

**Unit – V Wages & Salary Administration (8)**

- 1) Definition, Concept and types of Wage
- 2) Objectives & Principles of Wage & Salary Administration
- 3) Elements in Wages & Salary Administration
- 4) Factors influencing Compensation Levels
- 5) Wage Determination Process
- 6) Methods of wage Fixation
- 7) Wage Differentials

**Unit – VI Incentives Plan & Fringe Benefits (6)**

- 1) Incentives Plan
  - a) Concept, Benefits and Types of Wage Incentive Plan
  - b) Individual & Group Incentive Plans
- 2) Fringe Benefits
  - a) Meaning, Need, Objectives & Types
  - b) Fringe benefits in India
- 3) Introduction to payroll
  - a) Payroll Procedures and Controls
  - b) Payroll Deductions

**REFERENCE BOOKS:**

1. Performance Management 2013 – A. S. Kohli & T. Deb – Oxford University Press – ISBN 0-19-569337-X
2. Performance Management 2e 2013 – Soumendra Narain Bagchi – Cengage Learning – ISBN- 13: 978-81-315-1872-4 ISBN- 10: 81-315-1872-8
3. Performance Management Systems 2010 – A. M. Sarma – Himalya Publishing House Pvt. Ltd. ISBN: 978-81-8488-651-1
4. Compensation management 2010 – Kanchan Bhatia – Himalaya Pub – ISBN: 978-81-8488-511-8
5. Personnel and Human Resource Management 2010 – P. Subba Rao – Himalya Publishing House Pvt. Ltd. ISBN: 978-81-8488-669-6
6. Human Resource Management 2006 – V. S. P. Rao – Excel Books ISBN: 81-7446-448-4



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**FACULTY OF COMMERCE & MANAGEMENT**

Syllabus: M.B.A. w.e.f. AY 2018-19

**SEMESTER: IV**

**Paper: 405 C – International Human Resource Management**

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

Required Lectures: 60

### **Course Description:**

International HRM is the study of the management of human resources in an international context. The course is intended to provide a basic understanding about the finer aspects of international business to the students. It focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. It examines the theories and practices of international HRM and addresses the core issues in IHRM. The topics of the course can be divided into broad themes of traditional approaches to IHRM, new perspectives on IHRM, Managing people in cross-border mergers and acquisitions, Expatriate management, alternatives to expatriate assignments, global' careers and the link between firm strategy, capabilities and HRM.

### **Course Objectives:**

- To study HRM practices in International Environment
- To compare domestic HRM practices w.r.to International context
- To get in-depth knowledge on Repatriation
- To learn how to conduct strategic human resource management in an international setting

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

- CO1 **Examine** the role of HRM in international context
- CO2 **Manage** effectively HR functions across cultures
- CO3 **Identify** role of HRM during International Joint Ventures
- CO4 **Adapt** to Human Resource Practices w.r.t. International environment
- CO5 **Improve** cordial Industrial Relations in the global context
- CO6 **Manage** repatriation successfully

### **1. Introduction to (IHRM) International Human Resource Management (10)**

- 1.1. IHRM: Meaning, Definition
- 1.2. Internationalization and HRM
- 1.3. Domestic Vs International HRM
- 1.4. Growing interest in IHRM
- 1.5. Functional positioning of IHRM
- 1.6. Organizational context of IHRM
- 1.7. Barriers to effective Global HRM

### **2. Social and Cultural Context of IHRM (08)**

- 2.1. Culture & Cultural Sensitivity
- 2.2. Social Environment
- 2.3. Religions and Economic Implications
- 2.4. Multiculturalism
- 2.5. Cultural Predisposition
- 2.6. Cultural Dimensions
- 2.7. Managing across cultures

### **3. International Joint Ventures (08)**

- 3.1. Concept & characteristics of International Joint Venture
- 3.2. Motives & Extent of Merger & Acquisitions
- 3.3. HRM factors in IJV
- 3.4. Role & impact of Culture in International Joint Venture
- 3.5. Methods of Overcoming Cultural & other Problems in IJV

- 3.6. Objectives of International Compensation
- 3.7. Global Compensation: Emerging issues

**4. Human Resource Practices in International environment (16)**

- 4.1. International Human Resource Planning
  - 4.1.1. International Division of Labor
  - 4.1.2. Global HR Planning
  - 4.1.3. Issues in supply of international human resources
- 4.2. Recruitment and Selection in International Context
  - 4.2.1. Company Motive, Individual Motive
  - 4.2.2. Recruitment Methods
  - 4.2.3. Selection Criterion & Techniques
- 4.3. Need of global training: Areas of global training and development
- 4.4. Objectives & factors affecting international Compensation.
- 4.5. Women Expatriates -The Glass Ceiling Phenomenon

**5. International Industrial Relations (10)**

- 5.1. Key Issues in International IR
- 5.2. Trade Union & International IR
- 5.3. IR policy of MNC's
- 5.4. MNC's Characteristic in neutralizing the power of Labor Unions
- 5.5. MNC's Strategy towards International IR
- 5.6. Recent developments in management and union's approach to international IR

**6. Repatriation (08)**

- 6.1. Concept of Repatriation
- 6.2. Benefits from returnees
- 6.3. Challenges of Re-entry: Individual and Organizational Perspective
- 6.4. Repatriation Process
- 6.5. Managing repatriation
- 6.6. Tips for successful repatriation

**REFERENCE BOOKS:**

1. International Human Resource Management by P. Subbarao – Himalaya Publication
2. International Human Resource Management by Sengupta & Bhattacharya– Excel Books
3. International Human Resource Management by Peter Dowling &Denice Welch – Cengage
4. International Human Resource Management by K Aswathappa and Sadhna Dash
5. International Human Resource Management by P L Rao – Excel Books
6. Introduction to International Human Resource Management, 5/E by Crawley, Oxford University Press
7. International Human Resource Management by Tony Edwards & Chris Rees.- Pearson
8. International Human Resource Management (2/e) by Gupta –Macmillan
9. International Human Resource Management by Monir H. Tayeb - Oxford University Press



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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

Syllabus: M.B.A. w.e.f. AY 2018-19

**SEMESTER: IV**

**Paper: 406 C – Case Studies in Human Resource Management**

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

Required Lectures: 60

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### **Course Description:**

The course will help students to realize multiple problems that are faced by HR managers in the real life situation. It will help them to practice analytical skills and sensitize them of different perspectives of given situation. It will give them a chance to apply theory in resolving issues to improve situation and choose appropriate solutions. Case-study can be a valuable tool for investigating and improving educational practice and policy. To gain understanding of case-study, course participants build a critical knowledge base of educational research that utilizes case-study design. Toward this end, we will examine the types of questions that can be answered appropriately with case-study research; delve deeply into case-study design, data collection, and data analysis; critically assess the presentation of findings; and consider the ways researcher positionality impacts the research process and outcomes. The learning of the craft of case-study research will be structured through reading, writing, and discussion on theoretical and methodological issues and through applying the acquired understanding to a case-study research project of one's own.

### **Course Objectives:**

1. To Increase the understanding of what managers should and should not do in guiding a business to success.
2. To identify strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action.
3. To gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

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

- CO1. **Identify** case problems
- CO2. **Develop** decision making ability of students
- CO3. **Assess** the case situations from the viewpoint of case protagonist.
- CO4. **Determine** and **analyze** problems, **develop** solutions to various case situations.

The student has to Select and discuss the case studies related to paper no. 102, 104, and respective specialization papers no. 304C, 305C, 306C, 307C, 404C, 405C those will have impact on business decision making in each paper.

To solve the case studies following steps may be considered –

### **Steps to solve case Study**

1. Fact/ Summary
2. Problem Identification
3. Assumptions (if Any)
4. Analysis of problems
5. Alternate Solution
6. Best (optimum) Solution
7. Action/Implementation Plan



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 404-D: –Industrial & Productivity Management**

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

Required Lectures: 48 hours

### Course Description

This course explain the productivity concept and work study. This course covered include Industrial engineering, Productivity, concept of work measurement, waste and disposal Management, Constraint Management The objectives of this course is for students to acquire the fundamentals of productivity concepts, principles, tools, and techniques.

### Course Objectives:

- To study measurement of optimal utilization of plant and equipment to reduce waste and scrape.
- To study work Study to improve productivity of organization.
- To be able to define the importance of productivity management in modern organization;

### Course Outcomes:

- CO1. **Understanding** Productivity of organization.
- CO2. **Customizing** Sustainable Productivity Concept and engaging the Workforce to be motivated.
- CO3. **Measure** Productivity and Evaluate the Implementation.
- CO4. **Develop** concepts related to principles of productivity & work study
- CO5. **Apply** engineering work measurement principles in analysing and measurement of work.

### Unit – I Introduction to Industrial Engineering and Management (08)

- 1.1 Indian Industry
- 1.2 Stages of Scientific & Technological Revolution
- 1.3 Growth of Indian Manufacturing Industry
- 1.4 New Industrial Policy
- 1.5 Major Areas of Indian Industry
- 1.6 Globalization of Indian industry

### Unit – II Work Study (08)

- 2.1 Definition, concept, need and advantages of Work Study
- 2.2 Objectives of Method Study
- 2.3 Procedure/steps of Method Study
- 2.4 Recording Techniques
- 2.5 Micro-motion study and Therbligs
- 2.6 SIMO Chart
- 2.7 Principles of motion economy

### Unit – III Work Measurement (08)

- 3.1 Concepts of Work measurement and its objectives
- 3.2 Techniques and uses of work measurement
- 3.3 Time Study and Methods of timing
- 3.4 Work Sampling
- 3.5 Predetermined motion time & Systems (PMTS)
- 3.6 Method Time Measurement (MTM)
- 3.7 Work factor
- 3.8 Use of Motion Time Tables
- 3.9 Ergonomics

**Unit – IV Productivity (08)**

- 4.1 Concept, Importance & Benefits of Productivity
- 4.2 Productivity & Production
- 4.3 Measurement of productivity
- 4.4 Productivity Index
- 4.5 Means of increasing productivity
- 4.6 Productivity improvement procedure
- 4.7 Six lines of Attack to improve Productivity
- 4.8 Productivity & Standard of Living

**Unit – V Waste Scrap & Disposal Management (06)**

- 5.1 Types & Cost of wastages
- 5.2 Causes and Remedies of wastage
- 5.3 Wastage of resources and preventive steps
- 5.4 Wastage control Programme and Salvage operation
- 5.5 Scrap Disposal and Surplus

**Unit – VI Constraint Management (10)**

- 6.1 Managing constraints across the organization
- 6.2 Theory of Constraints (TOC)
  - 6.2.1 Measuring capacity, utilization & Performance
  - 6.2.2 Principles of TOC
- 6.3 Identification & Management of Bottleneck
- 6.4 Product mix decisions using bottlenecks
- 6.5 Economies of scale
- 6.6 Capacity timing & Sizing strategies
- 6.7 Procedure for long term capacity Decisions
  - 6.7.1 Estimate capacity Requirement
  - 6.7.2 Identify Gaps
  - 6.7.3 Develop Alternatives
  - 6.7.4 Evaluate alternatives

**REFERENCE BOOKS:**

1. Industrial Engineering and Production Management by M. Mahajan, DhanpatRai and Sons.
2. Operations Management by Krajewski, Ritzman, Malhotra - Pearson
3. Industrial Engineering and Management by O.P. Khanna, DhanpatRai and Sons.
4. Industrial and Business Management by MartandTelsang, S. Chand
5. Purchasing and Supply Management- Donald Dobler and David Burt-Tata McGraw Hill
6. Materials Management by P Gopalkrishnan and M Sundaresan- Tata McGraw Hill
7. Materials Management – Rajendra Mishra – Excel Bookss
8. Purchasing and Materials Management-NK Nair-Vikas
9. Operations &Materials Management by K. ShridharBhat –HPH



## North Maharashtra University, Jalgaon

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### FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

#### SEMESTER: III

### Paper: 405 D: International Quality Management

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

Required Lectures: 48 hours

#### Course Description

The course is a study of philosophical, conceptual and theoretical approaches to quality and performance excellence in organization management. It will provide practical aspects of TQM theory, an introduction to framework for developing, implementing, and continuously improving upon an organizational quality culture. The main purpose of this course is to equip the students with knowledge, skills, and attitudes necessary for effective implementation and management of TQM in an organization.

#### Course Objectives:

- To learn the various principles and practices of Quality Management
- To realize the importance of significance of quality.
- To Study the Administrative system for Quality management.

#### Course Outcomes:

- CO1. **Understand** different meanings of the quality concept and its influence.
- CO2. **Analyze**, Describe, and use the several techniques and quality management tools.
- CO3. **Understand** regulation and phases of a quality system certification process.
- CO4. **Evaluate** the principles of quality management and to explain how these principles can be applied within quality management systems.
- CO5. **Implement** six sigma approach for various industrial applications

#### Unit – I Introduction to Quality Management (08)

##### 1) Quality:

- a) Definition, Importance, Dimension
- b) Types & Benefit of Quality
- c) Three Levels of Quality
- d) Five views of Quality
- e) Quality & Competitive advantage
- f) Quality as a source of value

##### 2) Quality Management

- a) Traditional Vs. Modern Quality Management
- b) Strategic Quality Management
- c) Deming 14 Points for management.

#### Unit – II Administrative systems for Quality Management (08)

- a) The Fork model for quality management- The Handle
- b) The Fork model for quality management- The Neck
- c) The Fork model for quality management- Daily Management
- d) The Fork model for quality management- Cross-functional Management
- e) Resource requirements of the detailed fork model

#### Unit – III Quality Assurance and Control (08)

- a) Definitions, Concept and Objectives of QA.
- b) Designing the QA system.
- c) Quality Policy, Quality Control, specification and design control
- d) Role of Inspection and Quality control
- e) Economic models for quality assurance

**Unit – IV ISO series of Standards**

**(08)**

- a) ISO 9000-2000 system
- b) ISO 9001-2000 system
- c) ISO 9004-2000 system
- d) ISO 14000 Series
- e) QS 9000 Series

**Unit – V Total Quality Management**

**(06)**

- a) TQMEX model
- b) Japanese 5-S practice
- c) Quality control circles
- d) Business process Re-engineering

**Unit – VI Six Sigma Management and Kaizen**

**(10)**

**1) Six Sigma:**

- a) Concept, Six Sigma Terminology
- b) DMAIC Model
- c) Benefits and Costs of Six Sigma Management
- d) Six Sigma Roles and Responsibilities

**2) Kaizen**

- a) Concept
- a) Kaizen versus innovation
- b) Kaizen and Management
- c) Kaizen Strategy and Practice

**REFERENCE BOOKS:**

1. Total Quality Management- Poornima Charantimath, Pearson Education
2. Quality Management 3rd Edition by Howard Gitlow, Alan J, Rosa O, David Levine, Mcgraw-Hill,
3. Total Quality Management – Shridhar Bhat - Himalaya Publishing House
4. Total Quality Management- Bester field, Pearson Education
5. Total Quality Management- S.D. Bagade, Himalaya Publishing House
6. Total Quality Management – Shailendra Nigam – Excel Books
7. Total Quality Management – Shridhar Bhat- Himalaya Publishing House



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

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**FACULTY OF COMMERCE & MANAGEMENT**

Syllabus: M.B.A. w.e.f. AY 2018-19

**SEMESTER: IV**

**Paper: 406 D – Case Studies in Operations Management**

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

**Required Lectures: 60**

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### **Course Description**

Operations Management is concerned with the design, planning, and control of productive activities of any business. This course helps to come out with various operational and project planning challenges in an organization. This will help to deals with project management leadership, operational challenges and opportunities, inventory management and planning, strategic network optimization, different forecasting dilemmas etc.

### **Course Objective:**

1. To Increase the understanding of what managers should and should not do in guiding a business to success.
2. To identify strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action.
3. To gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

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

- CO1 **Identify** case problems
- CO2 **Develop** decision making ability of students
- CO3 **Assess** the case situations from the viewpoint of case protagonist.
- CO4 **Determine** and **analyze** problems, **develop** solutions to various case situations.

The student has to Select and discuss the case studies related to paper no. 106, and respective specialization papers no. 304D, 305D, 306D, 307D, 404D, 405D those will have impact on business decision making in each paper.



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

Paper: 404 E: ASP.NET

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

Required Lectures: 48 hours

### Course Description

Build fast, secure, and maintainable web apps with ASP.NET

### Course Objectives:

- To learn .Net Framework and creating ASP.Net web applications using standard .net controls.
- Develop database applications using ADO.Net and Connecting to data sources and managing them.
- Develop a data driven web application.
- Use Web Services and develop simple and complex applications using .Net framework
- Maintain session and controls related information for user used in multi-user web applications

### Course Outcomes:

After completion of this course students shall be able to-

CO1: **Design** Web applications / Website using ASP.NET.

CO2: **Use** ASP.NET controls in web applications

CO3: **Debug** and **deploy** ASP.NET web applications.

CO4: **Create** database driven ASP.NET web applications and web services.

### Unit-I Introduction to Dot Net

(04)

- 1) Desktop Computing vs. Internet Computing
- 2) Internet computing infrastructure
- 3) Client side scripting vs. Server Side Scripting technologies
- 4) Web Server basics and configuration: IIS, Apache etc.,
- 5) Web site hosting basics, Web Publishing, HTML, introduction to .NET framework, Features of .NET framework: CTS,CLS,CLR.

### Unit-II Basics of ASP.NET

(6)

- 1) .NET technologies, languages' C#.NET, VB.NET, basics of ASP.NET page framework, Visual studio .NET IDE
- 2) Page Life Cycle,PostBack, Viewstate, Page directives, ASP.Net page execution cycle
- 3) HTTP Pipeline, HTTP Application, HTTP Request, HTTP Response classes
- 4) HTTP Modules and HTTP Handlers
- 5) State Management, Role of Global.asax, Application configuration using web.config file

### Unit-III Controls

[10]

- 1) ASP.NET Control hierarchy, HTML Server Controls, Web Server Controls, User and Server controls, Validation Controls
- 2) List bound controls: dropdown lists, list boxes, Repeater, DataList, Data Grid, DataGridView, FormsView controls, Data binding to List Bound Controls
- 3) Templating and Styling of ASP.NET server controls

**Unit-IV Web Designing****[10]**

- 1) Web Page Designing principles, CSS anatomy, Anatomy of Master Pages, nesting master pages, Site map file, Web site Navigation controls
- 2) Properties: TreeView, Sitemap Path, Menu
- 3) Other Navigation methods: Response.Redirect(), Server.Transfer().

**Unit-V Security Issues****[08]**

- 1) Personalization through Profiles, Themes/Skins
- 2) Web Site security basics: authentication modes: Windows, Forms, passport, authorization
- 3) Roles/Membership, access rules, login controls
- 4) Web services: working, anatomy, hosting

**Unit-VI Database Connectivity****[10]**

- 1) Database technology: ADO.NET, Anatomy/architecture of ADO.NET
- 2) Working with Connection, Command, Data Adaptor, DataReader, DataSet, DataTable objects, Editing data in Data Tables,
- 3) Concurrency control. Introduction to MVC, Data Reports

**4) REFERENCE BOOKS:**

1. Richard Anderson, Brian Francis, Alex Homer, Rob Howard, David Sussman, Karli Watson(2002), Professional ASP.NET 1.0, Special Edition, Wrox Press Ltd., 2002, ISBN 1861007-0-3-5.
2. Chris Hart, John Kauffman, Dave Sussman, and Chris Ullman(2006), Beginning ASP.NET 2.0, Wiley Publishing, Inc., 2006, ISBN-13: 978-0-7645-8850-1, ISBN-10: 0-7645-8850-8.
3. Beginning ASP.NET 4: in C# and VB, Imar Spaanjaars, Wiley Publishing, Inc 2010., ISBN: 978-0-470-50221-1
4. Bill Evjen, Scott Hanselman, Devin Rader (2008), Professional ASP .NET 3.5 in C# and VB, Wiley Publishing Inc.,2008 ISBN:978-0-470-18757-9.
5. Dino Esposito (2008), Programming Microsoft ASP.NET 3.5, Second Edition, Microsoft Press, 2008, ISBN-10: 0735625271, ISBN-13: 978-0735625273 **Auxiliary Resources:**

a. Website URLs

<https://www.asp.net/>



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 405 E: Information System Audit**

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

Required Lectures: 48 hours

### Course Description

The course provides knowledge of Information System to students. The course offers the understanding of Information system Audit process. It gives awareness of information system audit management to students. It provides classification of information system assets. It enable students to know various types of controls implemented in information system to avoid unlawful events. It contributes Business Continuity and Disaster Recovery Planning.

### Course Objectives

- To understand Information system audit.
- To learn Information Assets.
- To gain the knowledge for Business Continuity & Disaster Recovery Planning.

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

CO1: **Estimate** overview of information systems auditing.

CO2: **Interpret** the process of information system audit.

CO3: **Evaluate** various functions of Information system audit.

CO4: **Classify** information assets and handle security.

CO5: **Identify** the information security controls in information system

CO6: **Assess** IT based disaster.

### Course Outcomes:

#### Unit – I Overview of Information System Auditing

(6)

- 1) Introduction
- 2) Need For Control And Audit Of Computers
- 3) Effects Of Computers On Internal Control
- 4) Effects Of Computers On Auditing
- 5) Foundations Of Information System Audit

#### Unit – II Conducting an Information System Audit

(10)

- 1) Introduction
- 2) Nature Of Controls
- 3) Audit Risks
- 4) Types Of Audit Procedures
- 5) Steps In An Audit
- 6) Auditing Around Or Through The Computer

#### Unit – III Information System Audit Management

(10)

- 1) Introduction
- 2) Managing The Information System Audit Function
- 3) Planning Function
- 4) Organizing Function
- 5) Staffing Function
- 6) Leading Function
- 7) Control Information

- 8) Information System Audit Professionalism
- 9) Future Of Information System Auditing

**Unit – IV Introductions to Information Assets**

**(10)**

- 1) Classification of Information Assets
- 2) Classification of users,
- 3) Computer crimes, information security policy,
- 4) Access control models, logical access control, network security control access.

**Unit – V Types of Controls:**

**(6)**

- 1) Input controls
- 2) Process controls
- 3) Validation controls
- 4) Output controls
- 5) Logical access controls
- 6) Physical access controls
- 7) Database controls
- 8) Network controls
- 9) Environment controls.

**Unit – VI Business Continuity & Disaster Recovery Planning:**

**(6)**

- 1) Types of Disaster,
- 2) Steps in developing Business Continuity Planning (BCP).
- 3) Data Recovery and Data Classification,
- 4) Types of Backup, Technical Methods for backup
- 5) Audit & Evaluation of BCP.

**REFERENCE BOOKS:**

1. Information System Control And Audit, Ron Weber, Pearson
2. "EDP Auditing Conceptual Foundations And Practices" by Ron Weber - McGraw-Hill publication
3. Latest CISA review manual by ISACA , USA -
4. IS audit standards and control objectives of ISAXA which are non-copyrighted and relevant , refer [www.isaca.org](http://www.isaca.org)



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(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: III

**Paper: 406 E: Software Testing**

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

Required Lectures: 48 hours

### Course Description

In the IT industry, large companies have a team with responsibilities to evaluate the developed software in the context of the given requirements. professionals like Software Tester, Software Developer, Project Lead/Manager, and End User involved in testing a system within their respective capacities. This course will give a basic understanding of software testing, its types, methods, levels, and other related terminologies.

### Course Objectives:

- To provide the knowledge of software testing techniques
- To understand how testing methods can be used as an effective tool in the quality assurance of software.
- To provide skills to design test case plans for testing software.
- To provide knowledge of the latest testing methods

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

CO1: **Understand** various software testing methods and strategies.

CO2: **Understand** a variety of software metrics and **identify** defects and manage those defects for improvement in the quality of given software.

CO3: **Design** test cases and test plans, review reports of testing for qualitative software

CO4: **Identify** and **Use** software testing methods

### **Unit – I Introduction to Software Testing (06)**

- 1) Introduction, Nature of errors
- 2) Testing Objectives
- 3) Testing principles
- 4) Testing fundamentals
- 5) Software reviews, Formal Technical reviews
- 6) Inspection and walkthrough
- 7) Testing Life Cycle

### **Unit – II Approaches to Testing –Testing Methods (06)**

- 1) White Box Testing and types of white box testing
- 2) Test Case Design
- 3) Black Box Testing and types of black box testing
- 4) Gray Box Testing

### **Unit – III Software Testing Strategies &Software metrics (08)**

- 1) Software Testing Process
- 2) Unit Testing
- 3) Integration- Top-down ,Bottom up
- 4) System Testing
- 5) Acceptance Testing (alpha, Beta testing)

- 6) Validation and Verification
- 7) Big Bang Approach
- 8) Sandwich approach
- 9) Performance Testing
- 10) Regression Testing
- 11) Smoke Testing
- 12) Load Testing

**Unit – IV Software metrics (08)**

- 1) Introduction
- 2) Basic Metrics –size-oriented metric, Function –oriented metric
- 3) Cyclometric Complexity Metrics

**Unit – V Testing for Specialized Environments (10)**

- 1) Testing GUI's
- 2) Testing of Client/Server Architectures
- 3) Testing Documentation and Help Facilities
- 4) Testing for Real-Time Systems

**Unit – VI Test automation using Selenium WebDriver (10)**

- 1) Introduction to test automation
- 2) Selenium Basics
- 3) Basic Record and playback
- 4) WebDriver Introduction
- 5) WebDriver Methods
- 6) WebDriver Locators
- 7) Firebug and Firepath
- 8) Synchronization
- 9) Advanced usage
- 10) Launching multiple browsers
- 11) TestNG framework

**REFERENCE BOOKS:**

1. Software Testing Foundations, Shroff Publishers
2. Software Testing Principles and Practices by Srinivasan Desikan and Gopalswamy Ramesh, Pearson Education
3. Essentials of Software Testing by Ralf Bierig, Stephen Brown, Edgar Galvan & Joe Timoney, Cambridge University Press
4. Software Testing by Ron Patton, Pearson Education



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 404 F Rural Development**

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

Required Lectures: 48 hours

**Course Description:**

This course provides knowledge about Rural Development, various employment generation programs, role of banking and finance in Rural Development.

**Course Objectives:**

- To understand the basic concept regarding rural development.
- To create awareness about various schemes and programs which are helpful for rural development

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

- CO1. **Define** the concept and approaches of Rural development (Remember)  
CO2. **Explain** Rural Development Policies and Schemes (Understand)  
CO3. **Demonstrate** through understanding Panchayati Raj system (Apply)  
CO4. **Understand** Banking and finance in Rural Development (Understand, Evaluate)

**Unit 1 - Rural Development (10)**

- 1.1. Concept and Basic Elements of Rural Development
- 1.2. Nature & Scope of Rural Development
- 1.3. Importance of Rural Development
- 1.4. Objectives of Rural Development

**Unit 2 - Approaches and Determinants of Rural Development (10)**

- 2.1. Community Development Programmes
- 2.2. Intensive Agricultural District Programme
- 2.3. Changes in the utilization of natural resources
- 2.4. Changes in employment, an increase in Capital.

**Unit 3 - Rural Development Special Schemes and policies (10)**

- 3.1. Stress on special schemes
- 3.2. Limitations of special schemes
- 3.3. Strengthening special schemes
- 3.4. Need and Goals of rural development policy
- 3.5. Rural development policy in India

**Unit 4 - Employment Generation Programs (10)**

- 4.1. Characteristics of Rural Employment
- 4.2. Measures needed for employment generation
- 4.3. Incidence of rural unemployment
- 4.4. Crash scheme for Rural Development
- 4.5. Pilot Intensive Rural Employment projects
- 4.6. Pradhan Mantri Kaushal Vikas Yojana
- 4.7. Employment Guarantee scheme
- 4.8. Rashtriya Krishi Vikas Yojana
- 4.9. Rojgar Yojana

**Unit 5 - Role of Banking and Finance in Rural Development**

**(10)**

- 5.1. Role of Cooperative and Commercial Banking in Rural sector
- 5.2. NABARD, its Schemes & Patterns
- 5.3. Role of Self-Help Groups in rural development
- 5.4. The role of foreign investment

**Unit 6 - Rural Development Administration and Panchayati Raj Institution**

**(10)**

- 6.1. Functions of Panchayati Raj System
- 6.2. Merits & demerits of Panchayati Raj System
- 6.3. Strengthening the Panchayati Raj System
- 6.4. Rural Development Administration

**REFERENCE BOOKS:**

1. Rural Development by – Dr. I. Satya Sundaram, Himalaya Publishing House
2. Rural Development and Planning in India – Devendra Thakur, Deep & Deep Publications, New Delhi
3. Rural Industrialization in India – Shrinivas Thakur – Sterling Publishers, New Delhi
4. Dynamics of Rural Development Power Structure – S.N. Chandhary – Amar Prakashan, New Delhi.
5. Integrated Rural Development Programme in India: Policy & Administration – A.K. Shrivastva – Deep & Deep Publications, New Delhi.
6. Integrated Rural Development – R.C. Arora – S. Chand Sons, New Delhi
7. Rural Development, Principles, policies and management- Katar Singh, Sage Publication



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: IV

Paper: 405 F – Agro Entrepreneurship and Project Management

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

Required Lectures: 48 hours

### Course Description:

The course provides knowledge about Entrepreneurship, Project Management. It is helpful to understand Project management, Project Implementation, Analysis and Project finance.

### Course Objectives:

- To understand the basic concepts of entrepreneurship and project management
- To aware learners towards agro entrepreneurship.
- To provide proper guidance to set a particular agro based project.

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

- CO1. **Define** concept of Entrepreneurship and Project Management (Understand)  
CO2. **Choose** the skill required for Project Identification, Project Implementation (Apply)  
CO3. **analyze** and **evaluate** Rural Development Project (Evaluate, Analyze)  
CO4. **Apply** theoretical concepts in real life situations at the work place (Understand, Apply)

### Unit 1 - Rural Entrepreneurship (10)

- 1.1. Concept of rural entrepreneurship
- 1.2. Aims of rural entrepreneurship
- 1.3. Opportunities and barriers to entrepreneurship in rural India
- 1.4. Policies Governing Entrepreneurship

### Unit 2 - Success stories of Agripreneurs (10)

- 2.1. Xcell Dairy
- 2.2. Ocean of Honey
- 2.3. Beekeeping to Api-therapy
- 2.4. Feeding Agriculture with Poultry Compost
- 2.5. An Ecopreneur – Economy while Sustaining Ecology
- 2.6. "Green Gold" Bamboo: A revolution in making
- 2.7. Smart Farming with Farm Mechanization
- 2.8. Innovation Led Agri-Business by Agri lady
- 2.9. ICT-led Aqua Extension
- 2.10. Sow Good Seed, Reap Good Harvest
- 2.11. Doctor for Dairy
- 2.12. Five Star Agripreneur

### Unit 3 - Introduction to Project Management (10)

- 3.1. Searching for a Business Idea
- 3.2 Project Identification and
- 3.3 Project formulation
- 3.4 Project Analysis,
- 3.5 Project Risk

<b>Unit 4 - Project Planning &amp; Implementation</b>	<b>(10)</b>
4.1 Project Planning,	
4.2 Project Design and Network Analysis	
4.3 Project Report, Project Appraisal	
4.4 Location of an Enterprise,	
4.5 Factory Design and Layout	
<b>Unit 5 - Project Finance and Financial Analysis</b>	<b>(10)</b>
5.1. Source of Development of Finance,	
5.2. Project Financing	
5.3. Financial Analysis, Funds flow analysis	
5.4. Investment process	
5.5. Break Even Analysis, Profitability analysis	
5.6. Budget and planning Process, Benchmarking	
5.7. Role of various Government institutions for Promoting Agri. projects.	
<b>Unit 6 - Project Reports</b>	<b>(10)</b>
Preparation of project reports for –	
6.1. Milk and Milk Products	
6.2. Live Stocks	
6.3. Medicinal plants	
6.4. Agro Tourism	
6.5. Irrigation	
6.6. Fertilizer /Pesticides	
6.7. Floriculture and Horticulture	

#### REFERENCE BOOKS:

1. Entrepreneurship Development- Theories and Practices- N.P.Singh
2. Project Management- Vasant Desai – Himalaya Publication
3. Management in Agricultural Finance.- Jain S.C.Vora and Company. Publishers Pvt. Ltd.  
Entrepreneurship and Technology- Vasant Desai
4. Entrepreneurship and Technology- Vasant Desai– Himalaya Publication
5. Success stories of agripreneurs, NIAEM, Ministry of Agriculture, Govt. of India, retrieved from [http://agritech.tnau.ac.in/farm\\_enterprises/pdf/MANAGE%20AGRL%20CLINIC%20Success.pdf](http://agritech.tnau.ac.in/farm_enterprises/pdf/MANAGE%20AGRL%20CLINIC%20Success.pdf)



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

(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 406 F- Case Studies in Agri Business Management**

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

Required Lectures: 48 hours

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**Course Description:**

The Agriculture Business Management course emphasises the importance of using new techniques and inventive strategies to preserve and maintain agronomic products grown in the country. The course provides an insight into practical problems faced by the organization and farmers.

**Course Objective:**

To get knowledge regarding agribusiness concepts and process.

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

- CO1 **Identify** case problems
- CO2 **Develop** decision making ability of students
- CO3 **Assess** the case situations from the viewpoint of case protagonist.
- CO4 **Determine and analyze** problems, **develop** solutions to various case situations.

The Student has to select and discuss the case studies related to respective specialization papers no 304F,305F,306F,307F,404F and 405F those will have impact on business decision making in each paper.



## Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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### FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

#### SEMESTER: IV

#### Paper: 404 G- E-Commerce Analytics

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

Required Lectures: 48 hours

#### Course Description

The course gives the skill sets of analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.

#### Course Objectives:

- Describe the conceptual framework of e-commerce, mobile commerce and social commerce
- Define the key concepts in e-commerce analytics

#### Course Outcomes: After completion of this course students will be able to

- CO1. **Demonstrate** the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
- CO2. **Solve** the unique problems in e-commerce, and transform data into better decisions and customer experiences.
- CO3. **Formulate** the right analytics driven strategy for ecommerce businesses.

#### Unit – I E-Commerce & its technological Aspects (8)

Overview of developments in Information Technology and Defining E-Commerce the scope of E-commerce, Benefits and limitations of E-Commerce

1.2 Electronic Market, Electronic Data Interchange, Internet Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture

#### Unit – II E-Commerce Analytics (8)

2.1 Role of Ecommerce Analytics in Creating Business Value and Driving Business Growth, The Ecommerce Analytics Value Chain, Identifying and Prioritizing Demand, Developing an Analytical Plan

2.2 Activating the Ecommerce Analytics Environment, Elements of an Ecommerce Analytics Environment

2.3 Collecting and Governing Data and Metadata, Preparing and Wrangling Data, Analyzing,

2.4 Predicting, Optimizing, and Automating with Data, Socializing Analytics, Communicating the Economic Impact of Analytics

#### Unit III – Analyzing E-Commerce Customers (8)

3.1 Definition & Concepts- E-Consumer, E-Customers, B2C and B2B Buyers

3.2 Evolution of Digital Consumer buying behavior in the B2C context, Consumer in physical, digital buying & Physical buying

3.3 Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, the Internet, e-commerce, and information technology

3.4 Challenges in e- consumer behavior, Current trends in e- marketing in India. Market Dimensions of Consumerism, Impact of social, cultural, technological, demographic and legal environment on digital consumer buying.

#### Unit IV - Optimizing for Ecommerce Conversion and User Experience (06)

4.1 Search Engine Marketing (SEM),

4.2 Understanding Google Search,

4.3 Comparison between SEO and SEM

4.4 Terminologies associated to SEM

4.5 Search Engine Results Page (SERP), Organic Reach,

Google Display Network (GDN)

4.6 Understanding Web and Mobile Marketing perspective

**Unit V - Analyzing Products and Orders in Ecommerce: Ecommerce****(8)**

5.1 Orders, Order Data to Analyze, Metrics and Key Performance Indicators Relevant for Ecommerce Orders

5.2 Approaches to Analyzing Orders and Products - Financial Analysis, Product and Item Analysis, Promotional Analysis, Category and Brand Analysis, Event and Goal Analysis, Path-to-Purchase Analysis, Funnel Analysis, Cluster Analysis, Up-Sell and Cross-Sell Analysis, Next-Best-Action Analysis.

5.3 Analyzing Products in Ecommerce- Product Brand Analysis, Product Category Analysis, Customer Service Analysis, Product Returns Analysis, Social Media Product Analysis

5.4 Analyzing Merchandising in Ecommerce - Testing Merchandising Creative, Performing Inventory Analysis, Analyzing Product Offers, Determining the Optimal

5.5 Price via Pricing Analysis, Understanding the Sales Impact of Merchandising Analyzing Suppliers and the Supply Chain, Determining Effective and Profitable Markdowns, Promotions, and Discounts

**Unit VI - Integrating Data and Analysis to Drive Ecommerce Strategy****(10)**

6.1 Defining the Types of Data. Single-Channel to Omnichannel

6.2 Integrating Data from a Technical Perspective. Agile Versus Waterfall Delivery,

6.3 Integration with Operational Data Stores, Integration with On-Premises Enterprise Data Warehouses.

Integration with Cloud Data Sources, Integration with Data Lakes, Integration with Data Federation,

Integration with Data Virtualization, Integrating Analytics Applications, Integrating Data from a Business Perspective

**REFERENCE BOOKS:**

1. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd., ISBN- 978-0130193223
2. Online Consumer Behaviour- Theory and Research in Social media, Advertising and ETail., Angelina Close, Routledge Publications, ISBN- 9780203123911
3. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips, Pearson Education Inc. ISBN-0-13-417728-2
4. Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People into Business Operations by Judah Phillips, Pearson Education Inc., ISBN- 978-0133372786
5. Practical Web Analytics for User Experience by Michael Beasley, Elsevier Inc., ISBN-978-0-12-404619-1



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: IV

**Paper: 405 G- Machine Learning Using Python**

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

Required Lectures: 48 hours

### Course Description

Machine Learning is broad and fast growing sub-field of Artificial Intelligence. This course introduces students to the basic concepts and techniques of Machine Learning.

The objective of this course is to develop the skills required for Machine Learning Technologies with use of Python to analyze data and solving ML problems like Regression and Classification using machine learning algorithms.

### Course Objectives:

The objective of the course is to

- **Provide** with the knowledge and expertise to become a proficient data scientist
- **Demonstrate** an understanding of machine learning concepts that are vital for data science.
- Learn to statistically **analyze** a dataset
- Critically **evaluate** data visualizations based on their design and use for communicating stories from data

### Course Outcomes:

At the end of the course, student will be able to

- CO1. Understand the basics of Machine Learning & their types.
- CO2. Understand various learning models, methods and applications under supervised and unsupervised learning.
- CO3. Understand data preprocessing for Machine Learning.
- CO4. Solve real world problems through machine learning implementation leading to predictions.
- CO5. Use Python to carry out basic statistical modeling and analysis.

### Unit I - Introduction to Machine Learning and Preparing to Model (4)

Introduction to Machine Learning: Introduction, What is Human Learning? Types of Human Learning. What is Machine Learning? Types of Machine Learning, Applications of Machine Learning.  
Preparing to Model: Introduction, Machine Learning Activities, Basic Types of Data in Machine Learning

### Unit II - Modelling & Evaluation, Bayesian Concept and Regression (6)

Modelling & Evaluation: Introduction, Selecting a Model, Training a Model (for Supervised Learning), Model Representation and Interpretability, Evaluating Performance of a Model.  
Bayesian Concept Learning: Introduction, Why Bayesian Methods are Important?, Bayes' Theorem

Regression: Introduction, Regression Algorithms - Simple linear regression, multiple linear regression, Logistic Regression.

### Unit III – Supervised and Unsupervised Learning (6)

Supervised Learning: Classification, Ensemble Learning Introduction, Example of Supervised Learning, Classification Model, Classification Learning Steps, Common Classification Algorithms - k-Nearest neighbor (kNN), Decision tree, Random forest model.

Unsupervised Learning: Introduction: Unsupervised vs Supervised Learning, Application of Unsupervised Learning, Clustering –Clustering as a Machine Learning task, Different types of clustering techniques, Partitioning methods.

**Unit IV - Python Language Basics****(14)**

Python Language Basics and pycharm IDE: The Python Interpreter, Pycharm installation.  
Python Language Basics, Built-in Data Structures, Functions, and Files.  
NumPy Basics: Arrays and Vectorized Computation.  
pandas Basics: Introduction to pandas Data Structures, Essential Functionality, Summarizing and Computing Descriptive Statistics.

**Unit V - Data processing****(14)**

Data Preprocessing: Data Loading, Storage, and File Formats - Reading and Writing data in text format, binary data formats.  
Data Wrangling: Clean, Transform, Merge, Reshape - Combining and Merging Data Sets, Reshaping and Pivoting, Data Transformation, String Manipulation; Data Aggregation and Group Operations: Group by Mechanics, Data Aggregation, Group by Operations and Transformations, Pivot Tables and Cross-Tabulation.  
Data Loading: Storage, and File Formats: Reading and Writing Data in Text Format  
Binary Data Formats, Interacting with Web APIs, Interacting with Databases  
Data Cleaning and Preparation: Handling Missing Data, Data Transformation, String Manipulation

**Unit VI - Data Visualization****(4)**

Plotting and Visualization: A Brief matplotlib API Primer, Plotting with pandas and seaborn Other Python Visualization Tools

**Reference Books**

1. Subramanian Chandramouli, Saikat Dutt, Amit Kumar Das, "Machine Learning", Pearson Education India ,1st edition.
2. McKinney, W. (2012). "Python for data analysis: Data wrangling with Pandas, NumPy, and IPython." O'Reilly Media, Inc.
3. Michael Urban and Joel Murach, "Python Programming", Shroff/Murach, 2016
4. Kevin P. Murphy, "Machine Learning – A Probabilistic Perspective"
5. John Paul Mueller, Luca Massaron "Machine Learning (in Python and R) For Dummies"
6. U Dinesh Kumar, Manaranjan Pradhan, "Machine Learning using Python"
7. Steele, Brian, Chandler, John, Reddy, Swarna, "Algorithms for Data Science", 1st Edition, springer's Publications, 2016.
8. Kenneth A Lambert, "Fundamentals of Python : First Programs", 2/e, Cengage Publishing, 2016.



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: 406 G- Management Application of Business Analytics**

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

Required Lectures: 48 hours

### **Course Description**

The course is designed for providing analytics skills towards various managerial functions for data driven business decisions.

### **Course Objectives:**

Describe the use of Voice of the Customer data in making data driven marketing decisions..  
Enumerate the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.  
Understand the process of creating and using HR analytics  
Explain the key terms in Social Media Analytics, Web Analytics and Text Analytics  
Explain the importance of the basics of Supply Chain Analytics and Optimization  
Information about using data for Financial Analytics

### **Course Outcomes:**

- CO1. **Illustrate** the use of various tools and frameworks to solve strategic marketing problems using marketing data.
- CO2. **Use** of various kinds of data for performing Retailing Analytics.
- CO3. **Use** of dashboards, pivot tables for data driven decision making in HR
- CO4. **Apply** Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
- CO5. **Determine** the right tools for addressing various issues in Supply Chain Analytics.
- CO6. **Application** of Python for Financial Analytics

### **Unit – I Marketing Analytics**

**(8)**

Segmentation Analytics: Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing "Voice of the Customer" Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach,

Analytics for Product/Service Design: The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results.

Modeling New Marketing Initiatives: Introduction to modeling, Evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table

### **Unit – II E- Retail Analytics**

**(8)**

2.1 Retailing in the Digital Era: New Age Retailing, Customer Data – Big Data, Business Analytics, Customer Insights, Retail analytics for decision making, Informed and Risk-Aware Decisions, Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility, Retail Analytics for Strategic– Tactical and Operational decisions

2.2 Merchandising Analytics: Assortment planning, Geo Spatial Analytics, Product placement, Space Optimization, Product adjacency, Aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories.

2.3 Looking at Unstructured Data: The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis, Market basket analysis, Understanding customer preferences, Anticipating the customer's next move, Improving Retail Promotions.

**Unit III – HR Analytics****(8)**

3.1 Basics of HR Analytics : Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics,- Predictive tools and Applications in solving problems using HR analytics. Gartner's Analytics Maturity Model

3.2 Innovation: Concept of innovation, Kinds of Innovation, Developing Innovative culture in an organization. HR analytics linkage to business outcomes, Measuring use of HR analytics, impact on business outcome

3.3 Strategy Formulation: Redefining HR Policies and Practices, Robust competency mapping, understanding future of work and workplace, Decision framework. Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention

**Unit IV – Web, Social Media & Text Analytics****(8)**

4.1 Web Analytics- Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process.

4.2 Social Analytics - Metric categories: Divide and Conquer, Selecting the best metrics for the job, Default and Custom Metrics, Elements of effective metrics, Metrics and Strategy. Estimated Metrics: Use and Common applications, Dashboards : Definition, Purpose, Objectives, default and custom dashboards, Reports: elements of reporting, good quality of reporting, 360 overview report, Data gathering in social Media Analytics, Types of Analytics in Social Media, Charts, Machine learning in Social Media.

4.3 Text Analytics: Introduction to text Analytics, Processing and Understanding Text -Tokenization, Tagging Chunking, Stemming, Lemmatization, Applications of Text Analytics.

**Unit V – Supply Chain Analytics****(8)**

5.1 Context of Supply Chain Analytics: Context of today's supply chains (SC) analytics Understanding and defining supply chain analytics (SCA). The importance of supply chain analytics in the flows involving material, money, information and ownership. Key issues in Supply chain analytics, Case studies of Supply Chains Analytics in India

5.2 Supplier Selection Analytics: Linear Programming, Rating method, Ranking method, Borda Count, Clustering, Goal Programming and related multi-criterion decision making (MCDM) techniques.

5.3 Transportation Modeling and Analytics: Transportation models, Route planning, Transshipment, Shipment schedule, Flow path optimization

5.4 Warehousing Modeling and Analytics: Warehouse location problem, MILP formulation, Location with foreign exchange risks, space calculation for warehouse, Non-linear optimization for warehouse space allocation.

**Unit VI – Financial Analytics****(8)**

6.1 Financial Fundamentals, Data Collection and Data Pre-processing, Types of Funds, Order Books, Short Selling, Data Collection from various financial institutions, Identifying and managing missing data

6.2 Time Series Analysis of Financial Data using Python Introduction to Time Series Analysis, Decomposing Time Series, Time Series Analysis modelling with exponential smoothing methods, Modelling and stock price forecasting using ARIMA

6.3 Financial Modelling with Python- Implementation of Capital Asset Pricing Model, Monte Carlo Simulation, Implementation of Portfolio Allocation Code

**REFERENCE BOOKS:**

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston, ISBN- 978-1118373439
2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger, ISBN- 9781481900300
3. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby, ISBN- 978-0749482169

4. Retail Analytics – The Secret Weapon, Emmett Cox, ISBN- 9781118099841
5. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman, Harvard Business Review Press, ISBN- 978-1422110577
6. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication,ISBN- 9789386042415
7. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub,ISBN- 978-1973716372
8. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kuashik,ISBN- 0470529393
  
9. Practical Web Analytics for User Experience by Michael Beasley, Elsevier Inc., ISBN-978-0-12-404619-1
10. Social Media Metrics: How to Measure and Optimize Your Marketing Investment by Jim Sterne, John Wiley & Sons,ISBN- 978-0-470-58378-4
11. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from your Data by Dipanjan Sarkar, Apress, ISBN- 978-1484223871
12. Unleashing the Potential of Supply Chain Analytics by Melissa R. Bowers, Adam Petrie and Mary C. Holcomb, Oreilly,ISBN- 53863MIT59109
13. Supply Chain Management, Sunil Chopra, and Peter Meindl, Pearson, ISBN- 978-0-13-274395-2
14. Designing and Managing the Supply Chain concepts, Strategies and Case studies, D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Tata McGraw Hill, ISBN- 9780070666986
15. Python for finance: Mastering data-driven finance. Y.J. Hilpisch, O'Reilly,
16. ISBN- 978-1492024330
17. Python for finance cookbook: over 50 recipes for applying modern Python libraries to financial data analysis. Eyrk Lewinson ,Packt Publishing Ltd., ISBN- 978-1789618518



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**PAPER:404 H: Healthcare Ethics & Law**

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

Required Lectures: 48 hours

**COURSE DESCRIPTION:**

Students will have a basic understanding about the applicable rules and laws applicable to the healthcare industry and the hospital and which will empower them to cope up with problems/difficulties which may arise when they face those challenges in their careers with the highest level of evidences.

**COURSE OBJECTIVE**

- To make aware about Ethical Principles & Rules followed in medical practices.
- To explore various areas of the law that deal with creating and maintaining and regulating 'health.'
- To give comprehensive and practical approach to the students to make them aware of the developments in medical Practice
- To familiarize the students with the legal environment in which the healthcare business entities operate.

**COURSE OUTCOME: At the end of the course, the participants will be able to:**

CO1 **Understand** ethical underpinnings of the law as it relates to medicine.

CO2 **Analyze** Legal and ethical issues surrounding end and beginning of life decisions with maintenance of professional standards in the healthcare profession.

CO3 **Evaluate** the role of policy in the formation of law as it relates to medicine.

CO4 **Apply** the concepts of healthcare ethics & law with the help of Case Study

**Unit I Introduction to ethics**

**(12)**

- 1.1 Definition of Ethics
- 1.2 Ethical Principles & Rules
- 1.3 Malpractice and Negligence
- 1.4 Confidentiality
- 1.5 Autonomy
- 1.6 Informed Consent
- 1.7 Doctor Patient Relationship Professional
- 1.8 Secrets & Privileged

**Unit II Rights of patients**

**(10)**

- 2.1 Rights of patients
- 2.2 Right to life
- 2.3 Sex pre-selection
- 2.4 Female Feticide
- 2.5 Assisted Reproductive Technology
- 2.6 Care of terminally ill
- 2.6 Euthanasia and DNR

**Unit III Laws of Medical Practice:**

**(12)**

Introduction, Contents of the act , Discussion

- 3.1 Medical Council Act 1956
- 3.2 Delhi Nursing Homes Registration Act, 1953
- 3.3 Clinical Establishment (Rules and Regulations) Act, 2010
- 3.4 Consumer Protection Act, 1986
- 3.5 Anatomy Act
- 3.6 Transplantation of Human Organ Act, 1994.

- 3.7 Medical Termination of Pregnancy Act, 1971
- 3.8 Birth & Death Registration Act,1969,
- 3.9 Sex Determination Act,1994,

**Unit IV Law Related to Support Services:**

**(10)**

- 4.1 Biomedical Waste (Management & Handling)
- 4.2 Public Health Law for Disease notification.
- 4.3 Licensing and Permissions In Hospitals

**Unit V Case Study**

**(4)**

Case Studies On - Patient Safety and Medical Malpractice

**REFERENCE BOOKS**

1. Hospital Rules & Regulations, C. Charles/ Anmol Publications Pvt. Ltd.
2. R.C. Sekhar, Ethical Choices in Business, Response Books, 1997.
3. William Shaw, Business Ethics, Wordsworth Publishing Company, 1999.
4. Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education,200



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**PAPER:405 H: HEALTH INSURANCE & MEDICAL TOURISM**

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

Required Lectures: 48 hours

### **COURSE DESCRIPTION**

The primary aim of this subject is to acquaint students to the concept of health insurance, product development, and various health insurance products-both at individual and group level, the economic services of health insurance, underwriting of health insurance policies, marketing of insurance policies, claims management, third-party administration etc.,

### **COURSE OBJECTIVES:**

- To educate the students about the importance of health insurance,
- To know about the various concepts and terms of health insurance and can get knowledge about their implications and applicability.
- To understand the concept of Medical Tourism
- To identify the legal aspects of medical tourism.
- To outline the knowledge ancient medical treatments and therapies.
- To predict the availability of medical tourist facilities and amenities.

### **COURSE OUTCOMES: At the end of the Course, the Student will be able to:**

CO1 **Understand** the essential technicalities related to Health Insurance

CO2 **Apply** Health Insurance concepts.

CO3 **Organize** information on medical tourism destinations

CO4 **Explain** the significance of health care system & Familiarize legal aspects of medical tourism in India

CO6 **Analyze** scope and opportunities of medical tourism market.

CO7 **Illustrate** the future scope and trends in medical tourism

### **Unit I: Introduction to Health Insurance**

**(10)**

1.1 .Introduction to Health Insurance. & The Health System in India:

Meaning, Definitions, Features, Benefits, Evolution, Development, Health Insurance Schemes,

Innovations In Health Insurance, 1.3 Structure of Health System in India. Health Insurance Products in India

1.2 Hospitalization Indemnity Products, Personal Accident, Critical Illness, Daily Hospital Cash Benefit,

2.4 High Deductible Hospital, Indemnity Cover, Disease Management Covers, Outpatient Coverage,

Investment Products, Health Savings Accounts, Senior Citizens Product, Micro Insurance Products,

International Coverage Products.

### **Unit II Health Insurance Policy**

**(10)**

2. Health Insurance Policy Forms and Clauses

3.1 Meaning of Health Insurance Contract, Scope, Features& Principles,

3.2 Health Insurance Proposal Form Contents, Policy Clauses, Benefit Products,

3.3 Types, Group Insurance Schemes,

3.4 Common Clauses,

3.5 Standardization Initiatives

### **Unit III Customer Service In Health Insurance**

**(10)**

3.1 Customer Service In Health Insurance

3.1 Parameters For Consumer Protection,

4.2 Claims Servicing,

4.3 Methods For Getting Claim,

4.4 Grievance Redressal Procedure,

- 4.5 The Insurance Ombudsman,
- 4.6 Consumer Dispute Redressal Forum
- 3.2. Health Insurance Fraud
- 5.1 Introduction,
- 5.2 Classification of Frauds

#### **Unit IV Medical Tourism**

**(10)**

- 4.1. Introduction to Medical Tourism
- 6.1 Medical Tourism – Significance – Medical Tourism as an industry
- 6.2 Medical Tourist destinations –India – Brazil – Malaysia – Thailand – Turkey
- 6.3 Types and flow of medical tourists
- 6.4 Factors influencing choices of Medical Tourism destinations
- 4.2. Medical Tourism Market
- 7.1 Medical Tourism Sectors in India – Fertility – Cancer – Cardiology – Hip/Knee Resurfacing – Cosmetic
- 7.2 Impact of Medical Tourism on India’s economy
- 7.3 Merits and Demerits in Global Medical Tourism Market

#### **Unit 5 Emerging Trends**

**(08)**

- 8.1 Ethics in Medical Tourism – Protecting stakeholders’ interest
- 8.2 Environmental impact of Medical tourism – Sustainable development
- 8.3 Issues in Medical Tourism – Surrogacy – Hospital Borne Diseases

#### **REFERENCE BOOKS**

1. Guide for Health Insurance” published by The Insurance Times, Sashi Publications ISBN: 978-93-81489-01-7
2. “Life & Health Insurance” 13th Edition by Black Kenneth Published by Pearson Education Ltd.
3. “Health Insurance Concepts & Cases” by VandanaShajan&SandipaLahiriAnand The ICFAI University Press.
4. Insurance products taxman publication
5. Essentials of Insurance: A Risk Management Perspective by Vaughan published by Wiley – India
6. Fundamentals of Risk and Insurance, 9th edition by Vaughan published by Wiley –India
7. National Insurance - Monographs on Insurance Management
8. IRDA Guidelines on Health Insurance - Govt. of India
9. Medical Tourism in India by Raj Pruthi, Arise Publishers & Distributors.
10. Medical Tourism: Global Outlook and Indian Scenario by Percy K. Singh. Kanishka Publishers
11. Principles of Hospital Administration and Planning by B.M. Sakharkar
12. Medical Tourism in India by Dr. R. Kumar. Deep & Deep Publications Pvt. Ltd.
13. The Business of Tourism: Concepts & Strategies by A.K. Bhatia. Sterling Publishers
14. Sarngadharan.M, V.S.Sunanda, Health Tourism in India (New Delhi, 2009).
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Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: IV

**PAPER:406 H: Health Information Systems & Informatics**

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

Required Lectures: 48 hours

### COURSE DESCRIPTION

The objective of this course is to introduce the students to the Management Information Systems and its application in organizations. The course would expose the students to various classifications of information systems and help them identify their unique role various business solutions

### COURSE OBJECTIVES:

1. To provide knowledge on classification of information systems and health informatics
2. To develop skills in identifying the information system according to business needs
3. To develop an interest to appreciate and develop a positive attitude toward the many aspects of the course content
4. To understand the concept of AI in Healthcare

### COURSE OUTCOMES:

After the completion of the course, students will demonstrate the ability to

1. **Describe** the role of information technology and information systems in business
2. **Understand** of concepts and terminology related to information technology
3. **Interpret** how to use information technology to solve business problems
4. **Articulate** the fundamental principles of information systems, analysis and design
5. **Identify** various applications of Hospital Information System (HIS) and their functionality

### Unit 1 (7 hours)

#### 1. Meaning and Role of Information system –

- 1.1 Types of information systems:
  - operations support systems,
  - management support systems,
  - expert systems and
  - knowledge management systems.
- 1.2 Information systems for strategic management:
  - competitive strategy concepts,
  - strategic role of information systems.

### Unit 2 (8 hours)

#### 2. Health Informatics –

- 2.1 Introduction,
- 2.2 Healthcare information literacy,
- 2.3 Database management system,
- 2.4 Application of health information system.
- 2.5 Electronic medical records: overview,
- 2.6 Legal aspects of electronic medical records, advantages and disadvantages.

### Unit 3 (5 hours)

#### Decision Support Systems –

- 3.1 MIS support for decision making; decision support systems.
- 3.2 Tools of business support systems, sensitivity analysis, goal seek analysis, optimization analysis.
- 3.3 Emerging concepts in information system design and application.

### Unit 4 (5 hours)

#### Hospital Information System –

4.1 Hospital Information System Management and software applications in registration, billing, investigations, reporting, ward management and bed distribution, medical records management, materials management and inventory control, pharmacy management, dietary services, management, information processing.

4.2 Executive information system; expert support systems; security and ethical challenges.

**Unit 5 (12 hours)**

5.1 Introduction to AI in Healthcare

5.2 AI Applications in Healthcare

5.2 Artificial Intelligence - Benefits & Risks

5.3 Artificial Intelligence in the Health Sector

5.4 AI vs Human Intelligence

5.5 AI & Neural Networks

5.6 Ethics for AI in Healthcare

5.7 Present State & Future of AI in major Healthcare Specialties

**REFERENCE BOOKS**

1. Kenneth, Laudon and Jane Laudon MIS: Managing the Digital Firm, Pearson Education.
2. James, A. O'Brien Introduction to Information Systems, Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe, J., Information Technology for Management: Making
4. Jawadekar, W. S., Management Information Systems. Tata McGraw Hill.
1. Mgt Information System in Hospital \_ A.K.Saini Dynamic
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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: AC401: Start-up (Audit Course)**

Maximum Total Marks: 100 (Internal)

Required Lectures: 30 hours

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### **Course Description:**

Startups are companies or ventures that are focused on a single product or service that the founders want to bring to market. In this course explanation about start-up is defined, how Ideas are generated, how they are financed & what are the sources of finance. Practical Knowledge about Business Plan required for start-up is also prescribed under this course.

### **Course Objectives:**

- To understand new venture creation opportunities, its resources, and requirements for Enterprise Start-up.
- To find out the problems faced by new venture entrepreneurs.
- To get practical knowledge about start-ups.

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

- CO1. **Discuss** the process involved through Idea Generation to preparing business model canvas.
- CO2. **Analyze** start-up capital requirement by analyzing legal factors.
- CO3. **Prepare** business model canvas of any innovative business idea.
- CO4. **Evaluate** financial stability and decide on expansion possibilities.

1. Definition & Need for start-ups
2. Historical Perspective of Start-ups & Features of Start-up
3. Factors Responsible for Success of Start-ups and Failures of Start-ups
4. Concept & Sources of Idea.
5. Techniques for generating ideas
6. Recognition, Process & Sources of Opportunities.
7. Starting Up Financial Issues.
8. Business Model Canvas
9. Identifying Startup capital, Resources Required for Start-up.
10. The start-up process.
11. Deciding to set-up an enterprise.
12. Business Plan.
13. A Group of Students will prepare a Business Model Canvas / Business Plan on any innovative business idea and deliver a presentation on it.



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: III**

**Paper: AC402: Tally ERP 9 (Audit Course)**

Total Marks: 100 (Internal)

Required Lectures: 30 hours

**Course Description:**

The Course offers the basic knowledge of Tally software. The course enables students to record business transactions and get financial statements from Tally. It makes students aware of various financial functions and analytical tools. It describes auditing in Computerized Information System (CIS) Environment.

**Course Objectives:**

- To impart knowledge of Tally ERP9 among students.

**Course Outcomes:**

On completion of the course students will be able to:

- CO1. **Create** ledgers & pass Voucher entries in Tally Software.
- CO2. **Analyze** Balance sheet & Profit & loss A/c of the company.
- CO3. **Compile** record of stock.
- CO4. **Build** financial position of company by **comparing** various statements of company.

**Practical:**

**1. Create ABC Ltd company with following details**

- (a) Enter the hypothetical details e.g. Address, State, PAN No. etc.
- (b) Select Accounts with Inventory option, Use 1-4-20XX (Current Financial Year) as the date of Commencement of business.
- (c) Alter company Details.
- (d) Delete Company.

**2. Create Ledger & Groups**

Ledger Name	Under	Opening Balance
Proprietor's Capital Account	Capital Account	25,000
Land & Building	Fixed Assets	60,000
Milton & Co.	Sundry Debtors	15,000
Kaltronic Ltd.	Sundry Creditors	35,000
Local Sales	Sales Account	---
Local Purchase	Purchase Account	---
Bank Interest	Indirect Incomes	---

**3. Received from Kamlesh Computers.**

Item	Quantity (nos)
Keyboard	100
Mouse	100
Hard disk	100
Monitor	100
Motherboard	100

**4. Mr. Rao Hired the following People. Maintain records of employees.**

Name	Designation	Monthly Salary
Rahul Bari	Sales Executive	Rs. 4,000
Jayesh Gupta	Salesman	Rs. 35,00
Shishir Shinde	Accountant	Rs. 2,500
Ajit Patel	Clerk	Rs. 1,500

**5. Create Cost Centre in Tally ERP 9**

Cost Centre	Under
Mobile Recharge	Primary
DTH Recharge	Primary
9888701450	Phone Recharge
8728232652	Phone Recharge
2849134872	DTH Recharge
2481665211	DTH Recharge

**6. Record the following transactions in Tally.**

1. Robert commenced a transport business with a capital of RS. 1, 00,000.
2. An account was opened with State Bank of India and deposited Rs. 30,000.
3. Purchased furniture by paying cash Rs.10, 000.
4. Goods purchased on credit from Mohaideen for Rs. 20,000.
5. Cash sales made for Rs. 8,000.
6. Goods purchased from Rathinam for Rs. 5,000 and money deposited in CDM
7. Goods sold to Rony on credit for Rs. 60,000.
8. Money withdrawn from bank for office use Rs. 9,000.

**7. Preparing Purchase Register and Sales Register entering the transactions relating to Purchase (including discount), Sales (including discount), Purchase>Returns, Sales>Returns [Minimum 8 to 10 transactions be recorded]**

**8. Modifying Vouchers, deleting Voucher entries – using imaginary transactions. The above list is illustrative. A teacher, if required, may conduct similar additional practical on the above line in such a way as to cover the syllabus. Minimum of 3 practical each must be completed by a student from List A & List B to get the Journal certified.**

**9. On 1-6-09, Universal Traders purchased from Sujana Ltd., Bangalore, Surya Lamps 20 nos at Rs. 300 each & Philips lamps 30 nos at Rs. 500 each. (Input VAT - 840.)**

**10. Pass GST Entries in tally ERP 9.**



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2022-23

**SEMESTER: IV**

**Paper: AC403: Green Audit (Audit Course)**

Maximum Total Marks: 100 (Internal)

Required Lectures: 30 hours

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### **Course Description:**

Green Audit is a process of systematic identification, quantification, recording, reporting and analysis of components of environmental diversity of various establishments. This Course aims to analyze environmental practices within and outside of the concerned sites, which will have an impact on the eco-friendly ambience.

### **Course Objectives:**

- To introduce the subject of green audit
- To provide an awareness of the concepts on which green audit is based.

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

- CO1. **Define** an environmental audit and identify the different types of environmental audit
- CO2. **Understand** the various phases of Environmental Audit.
- CO3. **Spell** the importance of green audit

**Green Audit:** Meaning & Definitions, History of green auditing, Introduction to the types of audit. Scope and goals of Environmental Auditing, Objectives of Environment Audit, Various phases of environment Audit, Benefits of environment Audit

### **Activities of Green Audit**

1. "4 R's- Reduce, Reuse, Recycle And Rot!": Taking Action On Recycling
2. Cool the Earth: Tree Plantation Activity
3. Fight Plastic Pollution: Say No to Plastic
4. Saving Energy: A way to Green World
5. Conserving Water: Saving Watersheds
6. Protecting Forests: Reducing Paper Waste
7. Collection and distribution of saplings
8. Watering & Maintaining Campus Garden
9. Go Green: The E-Learning
10. Public Transport: The Indian Way
11. Pollution Free Environment
12. Waste Management- Japanese 5 S Practices
13. Collection of Garbage from campus

### **NOTE:**

**Take activities such as- Speech, Essay, Painting, Poster, Case study, Contests, Awareness on Green Audit, PPT Presentation, etc.**



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2022-23

SEMESTER: IV

**Paper: AC404: Social Entrepreneurship (Audit Course)**

Maximum Total Marks: 100 (Internal)

Required Lectures: 30 hours

### Course Description:

The purpose of this course is to help you develop essential knowledge and skills relating to Social Entrepreneurship, organized around the initiation, planning, growth, and development of new and emerging opportunities, culminating with the development of a Social Enterprise Business

### Course Objective:

1. To find ways for a social entrepreneurs to attract and retain talent
2. To explore various sources of support for the social entrepreneurship
3. To understand the challenges in evaluating the performance of a social entrepreneur

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

- CO1. **Define** Social Entrepreneurship
- CO2. **Identify** funding options of a social enterprise
- CO3. **Identify** Social entrepreneurship initiatives

1. Social entrepreneurship - Introduction - concept - definition - Objective - Scope - Characteristic of social enterprise.
2. Importance of governance in social enterprises - Motivation of a social entrepreneurs - the non profit enterprises and entrepreneur.
3. The Social entrepreneur - Types - funding options of a social enterprise - Profit Motive and Social Responsibilities - Examples and Ideas.
4. Social Responsibility of Entrepreneurs towards different sectors of society.
5. Social entrepreneurship gaining momentum - Social entrepreneurship initiatives sustainable.
6. New Social entrepreneurs - Success - Challenge - REDF Box set - Social purpose Entrepreneur and venture philanthropy in the new millennium

### Reference book

1. Entrepreneurship : Rajeev Roy
2. Developing an entrepreneurship culture : Dr Nirmala Jha