

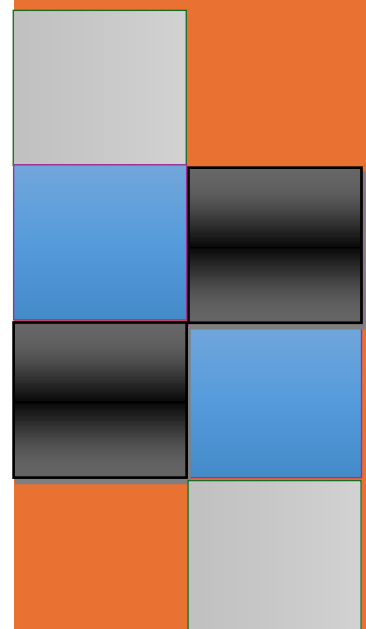


# MBA

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

## **FACULTY OF COMMERCE & MANAGEMENT**

**Structure, Equivalence and Syllabus  
of  
Master in Business Administration  
(MBA)-II  
As per NEP 2020  
(Semester 60-40 pattern)  
w.e.f AY 2025-26**



# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NACC Accredited 'A' Grade University)

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

(FACULTY OF COMMERCE & MANAGEMENT)

w.e.f. AY 2024-25

### SUMMARY OF DISTRIBUTION OF CREDIT

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

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

**Total Credits = 104**

## KBCNMU, Jalgaon

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

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

Year (2 Yr PG)	Level	Semester	Major (Core) Subjects		RM	OJT/FP	RP	Cumulative Credits /Sem
			Mandatory (DSC)	Elective (DSE)				
I	6.0	Sem-I	MBA 501 Management Science (4T) MBA 502 Organisation Behaviour (4T) MBA 503 Managerial Economics (2T) MBA 504 Business Accounting & Costing (4T) MBA 505 Operations Management (4T)	MBA 506A Start-up Ecosystem OR MBA 506B Computer Application in Business (4T)	MBA 507 Research Methodology (4T)	---	---	26
		Sem-II	MBA 511 Business Analytics (4T) MBA 512 Business Communication (2T) MBA 513 Human Resource Management (4T) MBA 514 Marketing Management (4T) MBA 515 Financial Management (4T)	MBA 516A Industry 4.0 OR MBA 516B Business Ethics and Corporate Governance OR MBA 516C SWAYAM/ MOOC courses (4)	MBA-517: Field Project (4)	---	26	
Cum. Cr. For MBA-I			36	8	4	4	---	52
EXIT OPTION: PG Diploma in Business Administration (after 3 year UG Degree)								
Year (2 Yr PG)	Level	Semester	Major (Core) Subjects		RM	OJT/FP	RP	Cumulative Credits/Sem
			Mandatory (DSC)	Elective (DSE)				
II	6.5	Sem-III	MBA 601 Strategic Management (2T) MBA 602 Business Law (2T) MBA 603 International Business Environment (2T)	MBA 604 Specialisation-I (4T)* MBA 605 Specialisation-II (4T)* MBA 606 Specialisation-III (4T)* (A,B,C,D,E,F,G)	---	MBA 607 OJT/ SIP (8)		26
		Sem-IV	MBA 611 Design thinking and Innovation Management (2T) MBA 612 Indian Commercial Law (2T) MBA 613 Management Information System (2T) MBA 614 Project Management (2T)	MBA 615 Specialisation-V (4T)* MBA 616 Specialisation-VI (4T)* MBA 617 Specialisation-VII (4T)* (A,B,C,D,E,F,G)	---	MBA-618 Research Project (6)	26	
Cum. Cr. for MBA II			14	24	---	8	6	52
2 Year 4 Semester MBA Degree			60	32	4	12	6	104

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

\* The students can opt any of the following Specialisation

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

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

C. Human Resource Management,

<b>A - Financial Management</b>			
604	Banking and Investment Management	615	International Financial Management
605	Income Tax and GST	616	Financial Derivatives
606	Strategic Financial Management	617	Case Studies in Financial Management
607	OJT/ FP	618	Research Project
<b>B - Marketing Management</b>			
604	Marketing Research & Consumer Behaviour	615	International Marketing Management
605	Product and Brand Management	616	Retail Management and Digital Marketing
606	Sales and Distribution Management	617	Case Studies in Marketing
607	OJT/ FP	618	Research Project
<b>C - Human Resource Management</b>			
604	Industrial Relations and Labour Welfare	615	Performance and Compensation Management
605	Strategic Human Resource Management	616	International HRM
606	Labour Laws	617	Case Studies in HRM
607	OJT/ FP	618	Research Project
<b>D - Production and Operations Management</b>			
604	World Class manufacturing and Process Management	615	Industrial and Productivity Management
605	Management of Technology	616	Global Supply Chain & Quality Management
606	Operations Research	617	Case Studies in Production and operations Management
607	OJT/ FP	618	Research Project
<b>E - Information Technology and Systems Management</b>			
604	Software Engineering	615	Web Designing using HTML, CSS & Java Script
605	IT Asset Management	616	ASP. NET
606	RDBMS using SQL Server	617	Software Testing
607	OJT/ FP	618	Research Project
<b>F - Agro Business Management</b>			
604	Agro Business Management	615	Rural Development
605	Management of Agro Based Industries	616	Agro Entrepreneurship and Project Management
606	Agricultural Marketing	617	Case Studies in Agro-Business Management
607	OJT/ FP	618	Research Project
<b>G – Business Analytics</b>			
604	Data Science and Big Data Analytics	615	E Commerce Analytics
605	Tableau	616	Machine Learning using Python
606	Business Analytics using R	617	Management Application of Business Analytics
607	OJT/ FP	618	Research Project

# 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. 2024-25

#### 1. TITLE OF THE DEGREE

This degree shall be titled as Master in Business Administration (MBA) with the mention of Specialization in the bracket as “MBA (Specialization)”. This new curriculum shall be effective from Academic year 2024-25.

#### 2. OBJECTIVES

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

The key objectives of the program are:

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

#### 3. DURATION

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

#### 4. ELIGIBILITY FOR ADMISSION

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

#### 5. PATTERN

The new MBA Curriculum 2024-25 integrates the National Education Policy, 2020 as well as the draft guidelines of Government of Maharashtra

#### 6. EVALUATION OF THE STUDENT:

- I. The evaluation of the student shall be divided into two parts viz. Internal Assessment and Semester examination with a weightage in the ratio of 40:60 (20:30 in Case of 2 credit course)
- II. Standard of passing –In order to pass the examination the candidate has to obtain at least 40% marks for each head separately, that is 24 marks out of 60 (External) & 16 marks out of 40 marks (Internal) for all courses comprising of 4 credits . Similarly, the candidate has to obtain at least 40% marks for each head separately, that is 12 marks out of 30 (External) & 8 marks out of 20 marks (Internal) for all courses comprising of 2 credits.
- III. Minimum marks for passing the Project Report and Viva Voce i.e. the marks obtained in internal examination and external Viva Voce shall be 50% separately.
- IV. The distribution of marks for each theory paper of 4/2 credits at term (Semester) end examination and for continuous internal assessment shall be as follows:

Assessment Components	Internal Continuous Assessment (ICA) (40 Marks)			Semester-End Examination (University Assessment-UA) (60 Marks)
	Class Test (Test-1 & 2)	Class Participation (In regular classes / Practical's etc.)	Other Assessment (Home Assignments/ Group Discussion/ Quiz / Seminar/ Avishkar Participation)	
Marks for 4 Credit Course	30	05	05	60
Marks for 2 Credit Course	15	02	03	30

- V. Internal Assessment: For the internal assessment, 40/20 marks shall be assigned which includes:

Assessment Components	Internal Continuous Assessment	Semester-End Examination
4 Credit	(College Assessment-CA) (40 Marks)	(University Assessment-UA) (60 Marks)
2 Credit	(College Assessment-CA) (20 Marks)	(University Assessment-UA) (30 Marks)

University Assessment: Each theory paper comprising of 60 marks shall be of 2 hours duration and 30 marks shall be of One and half hour.

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

## 7. GRADES:

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

## 8. GUIDELINES FOR TEACHING:

- 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.
- There shall be 4 lectures / week for 4 credit course and 2 lectures/ week for 2 credit course.
- The semester workload is balanced with 04 credit and 02 credit courses along with On Job Training, Field Project and Research Project.
- 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.
- 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.
- Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, Video's, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The case method is generally seen as a most effective tool, and it should be included as part of the curriculum teaching as far as possible. This sharpens analytical skills of students and helps analyze problems from multi-functional perspectives. Case study method preferably shall be used wherever possible for the better understanding of the students.

## **9. GUIDELINES FOR ON JOB TRAINING / SUMMER INTERNSHIP PROJECT:**

- i. Each student shall have to undergo an OJT/SIP training for a period of not less than 8 weeks during vacation falling after the end of IInd Semester.
- ii. The student has to undertake project individually. Joint Projects are not allowed in any case. SIP Report is to be submitted by every individual student separately.
- iii. More than 5 students of same institute are not allowed to undertake project in the same organization/company (irrespective of branch / location etc.). All the students (max. 5) working in same organization must prepare a report on different topics.
- iv. The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- v. Thereafter, the student should prepare a report and submit one copy to the organization (hard copy or soft copy) and Two Hard copy to the institute. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute. (The institute / College shall submit the detailed list of candidate to the University with Project Titles, name of the organization, internal guide and functional elective.
- vi. In the Third semester, examination student shall submit "Detailed Report" individually on the basis of Specialization. The topic should be decided with consultation and guidance of internal guide of the Institute/college at the end of the first year, so that the student can take up the training during the vacations. The Project shall be necessarily Research oriented, Innovative and Problem solving.
- vii. Each faculty guide shall mentor a maximum of 15 students for guidance and supervision of project report.
- viii. The student has to write a report based on the actual training undergone during the summer vacations at the specific selected business enterprise, get it certified by the concerned teacher that the SIP/OJT report has been satisfactorily completed and shall submit Two hard bound typed copy of the same to the Head / Director of the institute along with a CD of Project Report. In order to save the paper, both side printing is allowed.
- ix. It is responsibility of concerned Institute to check the authenticity of Project.



- x. Student may use SPSS software if required.
- xi. Project viva voce shall be conducted at the end of Semester III.
- xii. Viva Voce for one student shall be of minimum 10 minutes. The Student should prepare PowerPoint presentation based on Project work to be presented at the time of Viva voce.
- xiii. Ten percent (10%) of the projects May be given by institute to the students for summer training as basic research projects.
- xiv. The project work will carry maximum 100 marks, of which internal teacher shall award out of maximum 40 marks on the basis of work done by the student as an internal assessment. Viva voce of 60 marks will be conducted by the panel of the external examiners to be appointed by the University.
- xv. No students will be permitted to appear for Viva-voce examinations, unless and until (s) he submits the SIP/OJT report before the stipulated time.

## **10. ADDITIONAL MAJOR SPECIALIZATION**

- 10.1 The student who has passed MBA of KBC 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 6 papers of additional specialization. He/she has to appear for 6 specialization papers along with SIP/OJT and Research Project 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 be 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** 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)** 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 2024-25)	New Paper	New courses (w.e.f.- AY 2024-25)
<b>Semester-I</b>			
101	Management Science	501	Management Science
102	Organizational Behaviour	502	Organizational Behaviour
103	Managerial Economics	503	Managerial Economics
104	Human Resource Management	513	Human Resource Management
105	Business Accounting and Costing	504	Business Accounting and Costing
106	Operations Management	505	Operations Management
107	Communication Skill	512	Communication Skill
<b>Semester - II</b>			
201	Business Ethics & CSR	516B	Business Ethics and Corporate Governance
202	Business Research Methods	507	Business Research Methods
203	Indian Economy and Policy	516A	Industry 4.0
204	Marketing Management	514	Marketing Management
207	Financial Management	515	Financial Management
206	Computer applications in Business	506B	Computer applications in Business
205	Business Analytics	511	Business Analytics
<b>Semester - III</b>			
301	Strategic Management	601	Strategic Management
302	Management Information Systems	613	Management Information Systems
303	Legal Aspects of Business	602	Legal Aspects of Business
304	Specialization-I	604	Specialization-I
305	Specialization-II	605	Specialization-II
306	Specialization-III	606	Specialization-III
307	Specialization-IV	603	International Business Environment
<b>Semester - IV</b>			
401	Design Thinking and Innovation Management	611	Design Thinking and Innovation Management
402	Entrepreneurship and Project Management	506A	Start-up Ecosystem
403	Indian Commercial Laws	512	Indian Commercial Laws
404	Specialization-V	615	Specialization-V
405	Specialization-VI	616	Specialization-VI
406	Specialization -VII	617	Specialization -VII
407	Project Report	618	OJT/SIP Report



### Course Description

This course provides essential knowledge of strategic management, covering strategy formulation, implementation, and evaluation. It equips students with tools like SWOT, PESTLE, BCG Matrix, and Porter's Five Forces for analyzing business environments and applying strategies through case-based learning.

### Course Objectives:

- To introduce the fundamentals and process of strategic management.
- To develop analytical skills using strategic tools and matrices.
- To understand strategy implementation models and control frameworks.
- To apply strategic knowledge through real-life business case studies.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
1	<b>Explain</b> the concept and process of strategic management.	<i>Understand</i>
2	<b>Use</b> strategic tools for internal and external analysis.	<i>Apply</i>
3	<b>Analyze</b> strategy implementation and control frameworks.	<i>Analyze</i>
4	<b>Evaluate</b> strategies using business case studies.	<i>Evaluate</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>

### Unit 1: Fundamentals of Strategic Management

(06)

- 1.1 Introduction to Strategic Management- Concept, Benefits & Process
- 1.2 Strategic Planning Vs Strategic Management
- 1.3 Formulation of Vision Mission Goals & Objectives
- 1.4 Levels of Strategic Management
- 1.5 Environmental Appraisal

## 1.6 SWOT Analysis & PESTLE Analysis

### **Unit 2: Strategy Formulation and Strategic Analysis (06)**

- 2.1 Organizational appraisal - Organizational capability factors
- 2.2 Corporate & Business Level Strategies
- 2.3 Strategic Analysis B C G Matrix, GE Nine- Cell Matrix, Competitor Analysis
- 2.4 Industry Analysis – Porter’s Five Forces
- 2.5 Strategic Choice- Selecting the best Strategy, Process of Strategic Choice

### **Unit 3: Strategy Implementation and Evaluation (06)**

- 3.1 Resource Allocation and leadership in implementation.
- 3.2 Procedural, Behavioral and functional implementation
- 3.3 Issues in Strategy implementation
- 3.4 Strategic Evaluation – meaning, importance and barriers
- 3.5 Techniques of Strategic evaluation and control

### **Unit 4: Case Studies (06)**

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 5<sup>th</sup> Edition |Frank T. Rothaermel – McGraw Hill(India)– ISBN-10 : 9355324944, ISBN-13 : 978-9355324948
2. Strategic Management and Business Policy-Azar Kazmi, The McGraw Hill
3. Business Policy and Strategic Management : Concepts and Applications- Vipin Gupta, Kamala Gollakota, R. Srinivasan -Prentice Hall India
4. Strategic Management- P.Subba Rao – Himalaya Publishing House.
5. Strategic Management–Kachru- McGraw Hill
6. Business Policy and Strategic Management: Text and Cases- Francis Cherunilam- Himalaya Publishing House.
7. Strategic Management- Garth Saloner, Andrea Shepard, Joel Podolny– Willey India
8. Strategic Management – B Hiriappa – New Age International
9. Strategic Management: Concepts: Competitiveness and Globalization- Michael Hitt, R. Duane Ireland, Robert Hoskisson- Cengage Learning
10. Strategic Management- A dynamic perspective- Mason Carpenter, Wm Gerard Sanders, Prashant Salwan – Pearson



# Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

(NAAC Reaccredited 'A' Grade University)

## FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

### SEMESTER: III

#### Paper: MBA 602 Business Law

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

Required Lectures: 24 hours



#### Course Description:

This course introduces students to 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 to.

#### Course Objectives:

- To provide students with practical legal knowledge of business law.
- To develop basic understanding of the Indian Contract Act and its functions.
- To enhance understanding of the Sale of Goods Act and its applications.
- To explain the significance of Intellectual Property Rights, especially the Patent Act.
- To demonstrate the legal functions of a company from its incorporation to dissolution.

#### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	<b>Understand</b> the key provisions of the Indian Contract Act and their business application.	<i>Understand</i>
CO2	<b>Apply</b> the rules of the Sale of Goods Act to commercial transactions.	<i>Apply</i>
CO3	<b>Analyze</b> the company structure, documents, and types under the Companies Act.	<i>Analyze</i>
CO4	<b>Explain</b> the basics of Intellectual Property Rights with emphasis on the Patent Act.	<i>Understand</i>

#### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>

#### UNIT1: INDIAN CONTRACT ACT, 1872

(05)

1.1 Contract: Definition and meaning-Essentials of a valid contract.

1.2 Types of Contracts, Offer and Acceptance: Definition-Essentials of a valid offer and acceptance.

1.3 Consideration: Definition- Essentials of a Valid Consideration –Capacity to Contract

1.4 Consent: Free Consent-Coercion, Undue influence, Fraud, Misrepresentation and Mistake

**UNIT 2: SALES OF GOODS ACT, 1930 (05)**

2.1 Meaning and Definition- Distinction between Sale and Agreement to Sell - Conditions and Warranties.

2.2 Doctrine of Caveat Emptor- Transfer of Property in Goods- Meaning and Passing of property in Goods.

2.3 Performance of Contract of Sale.

2.4 Unpaid Seller: Rights and Duties- Buyers Rights against the Seller

**UNIT 3: INTELLECTUAL PROPERTY RIGHTS AND PATENT ACT, 1970 (Amended 2002) (05)**

3.1 Intellectual Property Rights-Meaning, Protection of Intellectual Property,

3.2 The Patents Act, 1970 (2002): Definition, Objectives, Nature, and Kinds of Patents

3.3 Transfer of Patent Rights, Rights of the Patentee.

3.4 Opposition proceedings to grant Patent- Remedy for Infringement of Patents.

**UNIT 4: COMPANIES ACT, 1956 (Amended 2013) (05)**

4.1 Meaning, Definition and characteristics of company.

4.2 Historical background of company Kinds of companies

4.3 Merits and Demerits of Incorporation of company - Lifting the corporate veil.

4.4 Memorandum of Association - Meaning, Purpose, Contents,

4.5 Ultra-vires and Doctrine of Ultra-Vires

4.6 Articles of Association - Meaning Purpose, Content. Alteration, Constructive Notice.

**Note: Case studies in Business laws – Typical case based on above topics only (04)**

**REFERENCE BOOKS**

1. Mercantile & Commercial Law by Rohini Aggarwal – 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. Velliaris



**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 2025-26

**SEMESTER: III**

**Paper: MBA 603 International Business Environment**

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

Required Lectures: 24 hours



### Course Description:

This course offers a comprehensive overview of the global business environment and the key management challenges faced by organizations operating internationally. It equips students with the knowledge and analytical skills required to understand international trade, foreign investment, cross-cultural management, and the strategic operations of multinational corporations. The course also explores the role of global institutions, regional blocs, and emerging issues in the international business landscape.

### Course Objectives:

- To develop a comprehensive understanding of the global business environment.
- To enhance analytical skills for evaluating international trade, investment, and economic integration.
- To identify and manage cross-cultural and strategic challenges in international operations.
- To build awareness of global institutions, regional blocs, and emerging international business trends.

### Course Outcomes:

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

CO. No.	CO	Cognitive Level
CO1	<b>Analyze</b> the global business environment and its influence on international strategy.	<i>Analyze</i>
CO2	<b>Evaluate</b> international trade, investment patterns, and the roles of global institutions.	<i>Evaluate</i>
CO3	<b>Interpret</b> legal, political, and cultural factors affecting international business.	<i>Understand</i>
CO4	<b>Formulate</b> strategies to address cross-cultural and emerging global business issues.	<i>Apply</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>



## **Unit 1: Fundamentals of International Business & Global Environment (06)**

- 1.1 Nature, scope, importance and key drivers of international business.
- 1.2 Modes of entry into international markets
- 1.3 Globalization: arguments for and against, its impact on businesses.
- 1.4 External and Internal factors of the International Business

## **Unit -2 International Business Environment (08)**

- 2.1 Key macroeconomic factors: GDP, inflation, interest rates
- 2.2 Government interventions: tariffs, non-tariff barriers, subsidies, FDI policies
- 2.3 Socio-Political Factors of International Business
- 2.4 Impact of culture on business practices
- 2.5 Major legal systems: common, civil, theocratic, business law basics
- 2.6 Sustainability and green business practices.

## **Unit 3: International Trade, Investment & Institutions (06)**

- 3.1 Heckscher-Ohlin theory, New trade theories (economies of scale, first-mover advantage).
- 3.2 Foreign Direct Investment (FDI): Types, Theories: internalization theory, eclectic paradigm, benefits, and costs for host and home countries.
- 3.3 Foreign Portfolio Investment (FPI) vs. FDI.
- 3.4 International Institutions: WTO, IMF, World Bank – roles and functions
- 3.5 Levels of integration (e.g., free trade area, customs union, common market).
- 3.6 Regional blocs: EU, USMCA, ASEAN, BRICS and their impact.

## **Unit 4: Emerging Issues in International Business (04)**

- 4.1 The impact of digitalization and e-commerce on global business.
- 4.2 Global Entrepreneurship and Innovation.
- 4.3 Corporate Governance in an International Context.
- 4.4 Role and Impact of Multinational Corporations (MNCs)
- 4.5 Negotiating International Business Deals

### **REFERENCE BOOKS**

1. **International Business: Environments and Operations-** John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan- Pearson.
2. **"International Business Environment"** by Francis Cherunilam, Himalaya Publishing House, 2023.
3. **International Business: Competing in the Global Marketplace-** Charles W.L. Hill, McGraw-Hill Education.
4. **International Business Environment: Text & Cases-** P. SubbaRao- Himalaya Publishing House.
5. **Business Environment-** ShiakhSaleem, Pearson
6. **Essential of Business Environment-** K.Ashwathapa, Himalaya Publishing House
7. **International Trade & Export Mnanagement-** Francis Cherunilam, Himalaya Publishing House
8. **International Business Management-** Mrs. KiranJotwani, NiraliPrakashan
9. **International Business Management-** Prof. Guatam Pherwani



# 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 2025-26



## SEMESTER: III

### Paper: MBA 604-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 provides an overview of the Indian banking system, credit planning, financial markets, and modern investment avenues. It also covers insurance, mutual funds, security analysis, and innovations in financial services to develop practical decision-making skills.

#### Course Objectives:

1. To understand the structure and role of Indian banking, NBFCs, and digital payment systems.
2. To learn credit planning tools, monetary policies, and NPA management techniques.
3. To explore traditional and modern investment avenues with risk–return analysis.
4. To understand the structure and functioning of capital and commodity markets.
5. To gain insights into insurance principles, policy types, and mutual fund schemes.
6. Apply tools of security analysis for portfolio construction and investment decisions.

#### Course Outcomes:

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

CO No.	Course learning Outcomes	Cognitive Level
CO1	<b>Describe</b> banking structure and modern payment systems.	<i>Understand</i>
CO2	<b>Apply</b> credit tools and explain NPA management.	<i>Apply</i>
CO3	<b>Analyze</b> investment avenues and their characteristics.	<i>Analyze</i>
CO4	<b>Evaluate</b> capital and commodity market operations.	<i>Evaluate</i>
CO5	<b>Explain</b> types and functions of insurance and mutual funds.	<i>Understand</i>
CO6	<b>Create</b> a basic investment portfolio using security analysis tools.	<i>Create</i>

#### Course Assessment & Evaluation Criteria:

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

#### Unit 1: Banking System in India

(08)

- 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. Key Banking Concepts: CAMEL Ratings, Retail Banking, Microfinance, Online Banking, Mobile Banking, Branchless banking, Payment Banks

1.5. Modern Payment & settlement system

1.5.1 NACH, AEPS, e-KYC, CTS, NFS

1.5.2 NUUP, UPI, ECS, IMPS, RTGS, NEFT

1.5.3 Debit & Credit Cards, Core Banking Solutions

## **Unit 2: Credit planning & Management**

**(08)**

2.1. Objective & Scope

2.2. CRR, SLR, Bank Rate, Repo Rate, Reverse Repo Rate

2.3. Priority Sector Lending

2.4. NPA management-

2.4.1. Meaning- Gross NPA and Net NPA, NPA Classification Norms

2.4.2. Recovery mechanism and management

2.4.3. Provisioning required as per RBI directives.

## **Unit 3: Investment Avenues**

**(08)**

3.1. Concept, Objectives, Characteristics, Attributes, Factors favourable 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

## **Unit 4: Indian Financial Markets & Innovation & Banking**

**(08)**

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.

4.2. Various intermediaries in capital markets

4.3. Commodity Market

4.3.1. Overview, Participants, functions

4.3.2. Commodity Exchanges: MCX, NCDEX

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

## **Unit 5: Insurance and Mutual funds**

**(08)**

5.1. Insurance

5.1.1. Meaning & Principles

5.1.2. Types of insurance – Life, General, Agricultural & Banc assurance, Reinsurance, Group insurance & micro-insurance

5.1.3 Types of Life Insurance Policies

5.2. Mutual Funds

5.2.1. Meaning, Types of mutual funds Schemes, Advantages

5.2.2. Performance & its measures

## **Unit 6: Security Analysis & Portfolio Management**

**(08)**

- 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 Trend lines, Bar charts and Candle stick charts.
- 6.4. Portfolio Management: Meaning, Strategies, Asset Allocation

## REFERENCE BOOKS

1. Introduction to Banking: VijayaragavanIyengar – 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
12. Indian Institute of Banking & Finance (IIBF) Publisher :TaxmannISBN No :978-9357785952, SKU :TMP59, Edition :2024



**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 2025-26

**SEMESTER: III**

**Paper: MBA 605 A Income Tax and GST**

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

Required Lectures: 48 hours



## Course Description

This course introduces key provisions of the Income Tax Act, 1961 and GST law in India. It covers income computation from various sources, deductions, tax filing, GST structure, registration, compliance, and return filing with practical application.

## Course Objectives:

1. To understand the fundamental concepts and definitions under the Income Tax Act, 1961.
2. To compute income under key heads like Salary, House Property, Business, and Other Sources.
3. To explain tax deductions, applicable rates, and procedures for filing income tax returns.
4. To gain conceptual clarity on GST structure, components, and registration process.
5. To understand the classification of supply and application of Input Tax Credit under GST.
6. To become familiar with GST return filing, compliance requirements, and penalties.

## Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Explain key tax concepts under the Income Tax Act	<i>Understand</i>
CO2	Compute income from salary, house property, business, and other sources	<i>Apply</i>
CO3	Determine gross total income, deductions, and tax liability	<i>Apply</i>
CO4	Describe GST structure, registration, and levy of tax	<i>Understand</i>
CO5	Evaluate Input Tax Credit and prepare GST returns	<i>Evaluate</i>
CO6	Analyze GST compliance, documentation, and penalties	<i>Analyze</i>

## Course Assessment & Evaluation Criteria:

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

## **Unit 1: Direct Tax: Income Tax Act, 1961**

**(06)**

### **Basic Concepts**

- 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

## **Unit 2: Income from Salary & House Property**

**(12)**

- 2.1 Income from Salary: Allowances, Perquisites, Provident Fund contribution, Deductions u/s 16, Practical Problems
- 2.2 Income from House Property: Let out & Deemed to be Let Out properties, Self-occupied properties, deductions U/s 24, Practical problems

## **Unit 3: Income from Business or Profession and Other Sources**

**(12)**

- 3.1 Income from Business or Profession: Depreciation and other permissible Deductions, Disallowable Expenses, Provisions regarding Tax Audit, Practical Problems
- 3.2 Income from Other Sources: Incomes, Deductions, Grossing up, Gifts, Practical Problems

## **Unit 4: Introduction to GST and Registration**

**(06)**

- 4.1. Need and Genesis of GST. Dual GST Model: CGST, SGST, UTGST, IGST. GST Network, GST council
- 4.2. Taxes to be subsumed
- 4.3. Definitions: Aggregate Turnover, Goods, Services, Capital Goods, Input Tax Credit
- 4.4. GST Registration: Procedure, Persons Liable/Not Liable, Cancellation & Revocation, UIN

## **Unit 5: Supply and Input Tax Credit in GST**

**(06)**

- 5.1. Meaning & Scope of Supply, Types of Supply under GST Regime Composite & Mixed Supply
- 5.2. Levy and Collection, Composition Levy, Transaction Value
- 5.3. Input Tax Credit: Eligibility, Conditions, Apportionment, Reverse Charge Mechanism

## **Unit 6: GST Compliance, Returns & Penalties**

**(06)**

- 6.1. Tax Invoice, Debit & Credit Notes, E-way Bill
- 6.2. Filing of GST Returns: Types and Periodicity, Matching & Reversal of ITC
- 6.3. Electronic Ledgers: Cash, Credit, Liability
- 6.4. Payment of Tax, Interest, Unjust Enrichment
- 6.5. Penalties: Section 122, General Offences & Provisions

## **REFERENCE BOOKS**

1. Students' Guide to Income Tax, Vinod K. SinghaniaKapilSinghania - 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 - GirishAhuja& 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
7. GST Manual – Taxmann
8. Guide to GST Bill 2017: Taxman Publication
9. GST How to meet your Obligations- S S Gupta - Taxmann
10. GST Made Easy – Arpit Haldiya - Taxmann
11. For GST- <http://idtc.icaai.org/publications.php>



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: III**

**Paper: MBA 606 A Strategic Financial Management**

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

Required Lectures: 48 hours



## Course Description

This course develops strategic financial decision-making skills by covering key areas such as sources of finance, capital structure, capital budgeting, dividend policy, turnaround strategies, and corporate restructuring. It aims to build analytical abilities to address financial challenges and enhance firm value.

## Course Objectives:

1. To understand various sources of finance and the role of cost of capital in financial decisions.
2. To apply capital structure theories and assess the impact of leverages on firm performance.
3. To analyse investment decisions using capital budgeting techniques.
4. To evaluate key strategic financial areas such as dividend policies, turnaround strategies, mergers, and takeovers.

## Course Outcomes:

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

CO No.	CO	Cognitive Level
CO 1	Describe various sources of finance and the concept of cost of capital.	<i>Understand</i>
CO 2	Calculate capital structure and leverage to support financial decisions.	<i>Apply</i>
CO 3	Evaluate investment proposals using capital budgeting techniques.	<i>Evaluate</i>
CO 4	Apply dividend policy models to financial decision-making.	<i>Apply</i>
CO 5	Analyze causes of corporate sickness and turnaround strategies.	<i>Analyze</i>
CO 6	Examine the process and impact of mergers, acquisitions, and takeovers.	<i>Understand</i>

## Course Assessment & Evaluation Criteria:

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



**Unit 1: Sources of Finance (08)**

- 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.
- 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 2: 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 3: 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 4: Dividend Policy (06)**

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

**Unit 5: Turnaround Management (08)**

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

**Unit 6: Mergers and Takeover (06)**

- 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. Jakhota, 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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**(NAAC Reaccredited 'A' Grade University)**

**FACULTY OF COMMERCE & MANAGEMENT**

**New Syllabus: M.B.A. w.e.f. AY 2025-26**

**SEMESTER: III**

**Paper: MBA 604 B Marketing Research and Consumer Behaviour**

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

**Required Lectures: 48 hours**



### **Course Description:**

This course offers a comprehensive understanding of the principles and practices of marketing research and consumer behaviour. It focuses on the role of research in marketing decision-making, including problem definition, research design, data collection methods, sampling, analysis, and reporting. The course also explores consumer behaviour theories, psychological and sociological factors influencing buying decisions, and the consumer decision-making process.

### **Course Objectives:**

1. To introduce the fundamental concepts, scope, and importance of marketing research in managerial decision-making.
2. To develop an understanding of consumer behaviour theories and the factors influencing consumer decision-making.
3. To enable students to interpret consumer insights and apply them to develop customer-focused marketing strategies.
4. To familiarize students with current trends in consumer behaviour, especially in agri-business and rural markets.

### **Course Outcomes:**

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

<b>CO No.</b>	<b>CO</b>	<b>Cognitive Level</b>
CO1	Explain the scope, purpose, and process of marketing research, including ethical considerations and the role of marketing intelligence systems.	<i>Remember</i>
CO2	Design and conduct a market survey using appropriate data collection methods, and apply data analysis techniques to prepare and interpret survey reports.	<i>Understand</i>
CO3	Analyze consumer behavior, decision-making processes, and the factors influencing buying behavior across different market segments.	<i>Apply</i>
CO4	Evaluate cross-cultural consumer behavior and apply cultural insights to develop international marketing strategies.	<i>Analyze</i>
CO5	Apply the extended services marketing mix (7Ps) to create effective service marketing strategies.	<i>Evaluate</i>
CO6	Develop integrated service strategies and customer relationship management (CRM) practices to enhance customer satisfaction and loyalty.	<i>Apply</i>

## Course Assessment & Evaluation Criteria:

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

### **Unit 1: Introduction (08)**

- 1.1 Marketing research: Meaning, Scope, Purpose, Uses, Limitations to Marketing Research.
- 1.2 Marketing Research and Marketing Management, Marketing research process.
- 1.3 Marketing Intelligence system: Concept, Components, Scope, Significance.
- 1.4 Ethics in Marketing Research.

### **Unit 2: Market Survey and Data Collection (08)**

- 2.1 Market survey: Nature, Meaning and Objectives of Market survey, Types of Market survey, Preparation of Report based on the conducted survey.
- 2.2 Data collection methods, Use of internet for primary data, Locating and Evaluating Secondary data, Questionnaire design & construction.
- 2.3 Fieldwork: Objectives, Overview, nature, Training of field workers.
- 2.4 Data analysis Techniques and interpretation
- 2.5 Research Applications: Test marketing, Advertisement Research, Export Marketing Research and Consumer Behavior Research.

### **Unit 3: Consumer Behavior and Research (08)**

- 3.1 Concept of Consumer behaviour, Consumer Research Process, Market Analysis Components
- 3.2 Buyer Behavior and Decision Making Process
- 3.3 Factors Influencing Buyer Behavior and Post Purchase Behavior
- 3.4 The Family Life Cycle, Consumer related reference group

### **Unit 4: Cross Cultural Consumer Behavior: An International Perspective (08)**

- 4.1 Cross-cultural consumer analysis
- 4.2 Cross cultural psychographic segmentation
- 4.3 Developing multinational marketing strategies, Cultural aspects of emerging international market.
- 4.4 Ethics & Consumer Perception

### **Unit 5: Services Marketing Mix (7ps) (08)**

- 5.1 Marketing mix in services
- 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**

**(08)**

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

### **REFERENCE BOOKS**

1. Marketing Research-Rajendra Nargundkar – Tata McGraw Hill
2. Marketing Research by S L Gupta – Excel Books
3. Marketing Research – Suja Nair – Himalaya
4. Marketing Research, Concept & Cases – Cooper Schindler. – Tata McGraw Hill
5. Consumer Behavior – Ninth Edition - Schiffman G.L and Kanuk L.L, Prentice- Hall
6. Consumer Behavior – Kapoor, Madichie- McGraw Hill
7. Services Marketing – Seventh Edition - Lovelock, Wirtz, Chatterjee; Pearson
8. Services marketing - Rajendra Nargundkar, Tata Mc Graw Hill
9. Marketing Management: A south Asian perspective; Philip Kotler, Kevin Lane Keller, Abraham Koshy Mithileshwar Jha, 14 edition, Pearson
10. Marketing Management - Rajan Saxena, Tata McGraw Hill



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: III

Paper: MBA 605 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. It provides an in-depth understanding of the strategic and tactical aspects of managing products and brands in competitive markets. It focuses on the development, management, and optimization of products and brand equity as key assets of an organization. Students will learn how to analyse customer needs, assess market opportunities, design compelling value propositions, and create differentiated brand identities

### Course Objectives:

1. Understand the role of product and brand management in overall business strategy.
2. To equip the students with the various dimensions of Product and Brand management
3. Learn techniques for developing and managing successful products across their life cycles.
4. Explore strategies for building and sustaining strong brand equity.
5. Gain insight into product innovation, packaging, pricing, and positioning decisions.
6. 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:

CO No.	CO	Cognitive Level
CO1	Explain fundamental aspects of product management and Marketing Planning.	<i>Understand</i>
CO2	Discuss product strategies related to positioning, differentiation, product life cycle and product portfolio.	<i>Understand</i>
CO3	Evaluate competitive forces and sales forecasting methods.	<i>Evaluate</i>
CO4	Apply brand positioning and strategic brand management principles.	<i>Apply</i>
CO5	Assess brand equity and methods for measuring brand performance.	<i>Evaluate</i>
CO6	Describe the management of brand extension, advantages and disadvantage of global branding.	<i>Understand, Evaluate</i>

### Course Assessment & Evaluation Criteria:

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

**Unit 1: Introduction to Product Management (06)**

- 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 2: Developing Product Strategy (08)**

- 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 3: Competitive Strategy for Products (08)**

- 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 4: Concept of Brand (08)**

- 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 & 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 5: 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- 6 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. Strategic Brand Management: Building, Measuring, and Managing Brand Equity-Kevin Lane Keller, M. .Parameswaran, Isaac Jacob-Pearson
2. Product Management- Lehmann Donald R ; Winer Russell S, Tata McGraw Hill
3. Product Policy and Brand Management-A.K. Chitale and Ravi Gupta, PHI Learning
4. Brand Management: Text and Cases- Harsh V. Verma- Excel Books
5. Product Management Text and Cases- Kaushik, Mukerjee-PHI Learning
6. Product and Brand Management-U.C. Mathur, Excel Books
7. Brand Positioning Strategies for Competitive Advantage-Sengupta- Tata McGraw Hill
8. Brand Management- MahimSagar, Ane Books Pvt Ltd
9. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
10. Principles of Marketing- Philip Kotler- PHI Learning





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 2025-26

SEMESTER: III

Paper: MBA 606 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 provides a comprehensive understanding of the principles, strategies, and practices involved in managing a sales force and designing effective distribution systems. It focuses on the role of sales in marketing, sales force management, distribution channel design, logistics, and the integration of sales and distribution strategies for achieving competitive advantage. Also, this course provides proper views and understanding of marketing channels and channel intermediaries as well as market logistics.

### Course Objectives:

1. To explain the strategic importance of sales and distribution in the overall marketing and business framework.
2. To equip students with the knowledge to formulate and implement effective sales strategies aligned with organizational goals.
3. To develop skills in recruiting, training, motivating, and evaluating a high-performing sales team.
4. To provide insights into designing efficient distribution channels and managing relationships with channel partners.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Explain the nature, scope, and core functions of sales management, including customer prospecting, sales presentations, and personnel recruitment.	<i>Understand</i>
CO2	Develop, execute, and evaluate sales training programs and demonstrate effective methods for motivating, compensating, and controlling the sales force.	<i>Create</i>
CO3	Design and manage sales quotas, territories, and resource allocation for effective sales force performance.	<i>Create</i>
CO4	Analyze marketing channel structures, dynamics, and design processes to support distribution strategies.	<i>Analyze</i>
CO5	Evaluate the role and decisions of channel intermediaries including wholesalers and retailers in the distribution process.	<i>Apply</i>
CO6	Apply logistics principles and information systems to improve distribution channel performance and customer service quality.	<i>Apply</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 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

**Unit 2: Sales force involvement, evaluation and training****(08)**

- 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

**Unit 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

**Unit 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

**Unit 5: Channel Intermediaries****(08)**

- 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

## Unit 6: Market Logistics

(08)

- 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 ordercycle system.

### REFERENCE BOOKS

- 1. Sales and distribution Management- Panda sahadev-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-Krishnaveni Muthiah, 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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New Syllabus: M.B.A. w.e.f. AY 2025-26  
**SEMESTER: III**



**Paper: MBA 604 C Industrial Relations and Labour Welfare**

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

Required Lectures: 48 hours

**Course Description:**

Industrial Relations examine the employment relationship between employees and employers, focusing on key aspects such as the code of discipline, trade unions, grievance handling mechanisms, and collective/legal agreements. The course also explores Labour Welfare grounded in social justice, employee empowerment, and occupational safety. Emphasis is placed on social security, industrial health, and the human side of work. Furthermore, students will understand the role of the International Labour Organization (ILO), in promoting global labour standards and shaping Indian labour policies.

**Course Objectives:**

1. To understand core concepts and approaches in industrial relations.
2. To examine industrial disputes, grievance handling, and collective bargaining.
3. To evaluate labour welfare, safety, and health measures.
4. To explore WPM, employee empowerment, and the ILO's role in Indian labour policy.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Explain the concepts, scope, and approaches of industrial relations.	<i>Understand</i>
CO2	Analyze causes of industrial disputes and evaluate legal resolution mechanisms.	<i>Analyze</i>
CO3	Apply grievance handling procedures and collective bargaining strategies.	<i>Apply</i>
CO4	Assess labour welfare, industrial safety, and health measures.	<i>Evaluate</i>
CO5	Evaluate practices of WPM, employee empowerment, and quality circles.	<i>Evaluate</i>
CO6	Understand the role of the ILO and its impact on Indian labour policies.	<i>Understand</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Introduction to Industrial Relations****(10)**

- 1.1 Industrial Relations: Concept, Scope, Objectives, and Approaches
- 1.2 Essential Conditions for Sound Industrial Relations System
- 1.3 Employee Discipline: Concept, Need, Red-Hot Stove Rule, Principles & Procedures
- 1.4 Trade Unionism: Types, Role, Importance, and Challenges in India

**Unit 2: Industrial Disputes****(08)**

- 2.1 Industrial Disputes: Definition and Meaning
- 2.2 Causes and Consequences of Industrial Disputes
- 2.3 Types of Industrial Disputes
- 2.4 Prevention of Industrial Disputes
- 2.5 Dispute Settlement Machinery of Industrial Disputes

**Unit 3: Grievance Procedure & Collective Bargaining****(08)**

- 3.1 Grievance: Meaning, Nature, and Causes
- 3.2 Steps in Grievance Redressal Procedure
- 3.3 Collective Bargaining: Concept, Objectives, Importance, and Preconditions
- 3.4 Process of Collective Bargaining
- 3.5 Bargaining Strategies: Distributive vs Integrative, Role of Negotiation Skills

**Unit 4: Labour Welfare and Industrial Health****(08)**

- 4.1 Labour Welfare: Meaning, Importance, and Classification – Statutory & Voluntary
- 4.2 Types of Labour Welfare Activities: Intra-mural and Extra-mural Welfare
- 4.3 Labour Welfare Officer: Qualities, and Role
- 4.4 Industrial Safety: Accidents, Types, Causes, and Safety Measures
- 4.5 Industrial Health: Occupational Hazards, Risk Mitigation, and Health Programmes

**Unit 5: Workers' Participation in Management (WPM) & Employee Empowerment****(08)**

- 5.1 WPM: Meaning, Forms, Causes of Failure, Essentials for Success
- 5.2 Employee Empowerment: Concept, Importance, Characteristics, Process
- 5.3 Quality Circles: Concept, Objectives, Benefits, and Organizational Structure

## **Unit 6: India & International Labour Organization**

**(06)**

- 6.1 Origin and History of the ILO
- 6.2 Objectives and Core Principles of the ILO
- 6.3 Structure of the ILO: Conference, Governing Body, and Labour Office
- 6.4 Functions and Activities of the ILO
- 6.5 ILO's Impact on Indian Labour Policy
- 6.6 Important Recommendations of the ILO

### **REFERENCE BOOKS:**

- International Labour Organization and India – A.S. Mathur
- Labour and Industrial Laws – P.L. Malik
- Industrial Relations – Venkata Ratnam – Oxford University Press
- Industrial Relations and Labour Laws – Monappa, Nambudiri & Selvaraj – McGraw Hill
- Industrial Relations, Trade Unions and Labour Legislation – P.R.N. Sinha & Shekher – Pearson
- Human Resource Management – S.S. Khanka – S. Chand & Co. Ltd., New Delhi
- Dynamics of Industrial Relations – C.B. Mamoria – Himalaya Publishing House
- Essentials of Human Resource Management and Industrial Relations – P. Subba Rao – Himalaya Publishing House
- Human Resource Management – K. Aswathappa – Tata McGraw Hill



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**SEMESTER: III**



**Paper: MBA 605 C Strategic Human Resource Management**

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

Required Lectures: 48 hours

**Course Description:**

This course offers a comprehensive overview of Strategic Human Resource Management, focusing on aligning HR practices with business objectives to gain competitive advantage. It covers strategic HR planning, job and organizational design, staffing, performance management, and the integration of digital technologies. Emphasis is placed on HR's evolving role as a value-adding strategic partner in the face of global, technological, and organizational challenges.

**Course Objectives:**

1. To understand the concept, evolution, and significance of Strategic Human Resource Management.
2. To analyze job design, strategic staffing, and separation practices for organizational effectiveness.
3. To examine performance appraisal, global competitiveness, and technological challenges in SHRM.
4. To explore digital transformation and the strategic role of HR in achieving competitive advantage.

**Course Outcomes:**

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

CO No.	CO	Cognitive level
CO1	Understand the concept, importance, and challenges of Strategic HRM.	<i>Understand</i>
CO2	Apply techniques of job design and redesign of work systems.	<i>Apply</i>
CO3	Analyze staffing strategies and employee separation processes.	<i>Analyze</i>
CO4	Evaluate global and technological challenges in HRM.	<i>Evaluate</i>
CO5	Examine the impact of IT and digital tools in strategic HR practices.	<i>Analyze</i>
CO6	Develop HR strategies for competitive advantage using strategic frameworks.	<i>Create</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Strategic Human Resource Management (10)**

- 1.1 Meaning and Definition of Strategic HRM
- 1.2 Strategic HRM vs. Traditional HRM
- 1.3 Need and Importance of Strategic HRM
- 1.4 Strategic Challenges for HR Managers
- 1.5 HR Strategies:
  - 1.5.1 Overall HR Strategy – High Performance Management, High Involvement, High Commitment
  - 1.5.2 Specific HR Strategies – Human Capital Management, Performance Management, CSR, Employee Engagement, Organizational Development, Knowledge and Talent Management
- 1.6 HR Strategy Framework – External Environmental Scanning and Internal Capital Assessment

**Unit 2: Job Design and Redesigning of Work Systems (12)**

- 2.1 Job Design:
  - 2.1.1 Concept of Job Design
  - 2.1.2 Approaches to Job Design – Engineering, Human Relations, and Socio-Technical Approaches
  - 2.1.3 Modern Techniques – Job Rotation, Job Enrichment, Job Enlargement, and Job Sharing
- 2.2 Designing and Redesigning of Work Systems:
  - 2.2.1 Work System Design Approaches – Specialist, Generalist, Strategic
  - 2.2.2 Concept and Stages in Redesigning Work Systems
- 2.3 Organizational Design:
  - 2.3.1 Process – Differentiation and Integration
  - 2.3.2 Factors Affecting Organizational Design
  - 2.3.3 Emerging Issues in Organizational Design

**Unit 3: Strategic Staffing and Employee Separation (08)**

- 3.1 Concept of Strategic Staffing
- 3.2 Core Concepts in Staffing:
  - 3.2.1 Staffing as a Process
  - 3.2.2 Organization and Job Analysis
  - 3.2.3 Person-Job Fit and Person-Organization Fit



- 3.3 Strategic Approaches – Traditional, Strategy Implementation, Strategy Formation
- 3.4 Strategic Issues in Staffing
- 3.5 Employee Separation:
  - 3.5.1 Concept and Types – Voluntary, Retirement, Downsizing
  - 3.5.2 Downsizing – Objectives, Reasons, Process, and Affected Areas

**Unit 4: Global Competitiveness and Strategic HR (06)**

- 4.1 Strategic Procurement – Key Elements
- 4.2 Strategic Procurement Process and Benefits
  - 4.2.1 Managing Talent Surplus and Shortage
- 4.3 Technological Challenges in HRM
- 4.4 Strategic Dimensions of Performance Appraisal
- 4.5 A shift from Appraisal to Performance Management
- 4.6 Organizational Appraisal – Economic Value Added (EVA) and Balanced Scorecard

**Unit 5: Strategic HR and Information Technology (06)**

- 5.1 Technologies Affecting HRM
- 5.2 Shift from Conventional HRM to Web-based HRM
- 5.3 Strategic Alignment of HR and IT with Business Goals
- 5.4 Digital Transformation and Business Model Innovation
- 5.5 Application Software in HR Practices
- 5.6 HR's Role in Cybersecurity Culture and IT Risk Awareness

**Unit 6: Developing HR as a Strategic Value-Adding Function (06)**

- 6.1 Gaining Competitive Advantage through Human Resources
- 6.2 HR as a Strategic Partner
- 6.3 The VRIO Framework – Value, Rarity, Imitability, and Organization
- 6.4 Strategic Workforce Planning
- 6.5 The Changing Role of HR Professionals
- 6.6 Future Challenges for HR as a Strategic Function

**REFERENCE BOOKS**

- Strategic Human Resource Management – *Jeffrey Mello – Pearson*
- Strategic Human Resource Management – *Truss et al. – Oxford University Press*
- Strategic Human Resource Management – *Rajeesh Viswanathan – Himalaya Publishing House*
- Strategic Human Resource Management – *Michael Armstrong – Kogan Page*
- Strategic Human Resource Management – *Rajib Dhar – Excel Books*
- Strategic Human Resource Management – *Charles R. Greer – Pearson*
- Human Resource Strategy: A Behavioral Perspective for the General Manager – *George F. Dreher & Thomas W. Dougherty – Tata McGraw Hill*
- Human Resource Management: A South Asian Perspective – *Robert L. Mathis, John H. Jackson & Manas Ranjan Tripathy – Cengage Learning*
- Managing Human Resources – *Cynthia D. Fisher, Lyle F. Schoenfeldt & James B. Shaw – Cengage Learning*



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**FACULTY OF COMMERCE & MANAGEMENT**

**New Syllabus: M.B.A. w.e.f. AY 2025-26**

**SEMESTER: III**

**Paper: MBA 606 C Labour Laws**

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

**Required Lectures: 48 hours**



### **Course Description:**

This course provides an overview of key labour laws in India, covering working conditions, wages, social security, health, and employee welfare. It focuses on major acts like the Factories Act, ESI Act, EPF Act, and Bonus Act, emphasizing compliance and the HR professional's role in implementation.

### **Course Objectives:**

- To understand key labour laws related to worker health, safety, and welfare.
- To study wage, bonus, and gratuity laws ensuring fair compensation.
- To analyze social security, insurance, and compensation provisions under major acts.
- To evaluate protective laws on maternity, child labour, and gender equity.

### **Course Outcomes:**

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

CO No.	CO	Cognitive level
CO1	Understand provisions of the Factories Act on health, safety, and welfare.	<i>Understand</i>
CO2	Apply wage and bonus laws in workplace contexts.	<i>Apply</i>
CO3	Analyze compensation and insurance under the Workmen's Compensation and ESI Acts.	<i>Analyze</i>
CO4	Understand EPF Act benefits and structure	<i>Understand</i>
CO5	Evaluate Equal Remuneration and Gratuity Acts for fair labour practices.	<i>Evaluate</i>
CO6	Analyze protective measures under Maternity and Child Labour Acts.	<i>Analyze</i>

### **Course Assessment & Evaluation Criteria:**

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

**Unit 1: The Factories Act, 1948** (06)

- 1.1 Objectives and Key Definitions
- 1.2 Provisions Relating to Health
- 1.3 Provisions Relating to Safety
- 1.4 Provisions Relating to Welfare
- 1.5 Duties and Responsibilities of Workers and Occupiers

**Unit 2: Laws Related to Wages and Bonus** (10)

- 2.1 The Minimum Wages Act, 1948
  - 2.1.1 Objectives, Applicability, and Definitions
  - 2.1.2 Fixation and Revision of Minimum Wages
  - 2.1.3 Procedure for Fixing Minimum Wages
- 2.2 The Payment of Wages Act, 1936
  - 2.2.1 Objectives, Applicability, and Definitions
  - 2.2.2 Time and Mode of Wage Payment
  - 2.2.3 Permissible Deductions from Wages
- 2.3 The Payment of Bonus Act, 1965
  - 2.3.1 Objectives, Applicability, and Definitions
  - 2.3.2 Employees Entitled to Bonus
  - 2.3.3 Calculation of Bonus
  - 2.3.4 Minimum and Maximum Bonus
  - 2.3.5 Calculation of Allocable Surplus

**Unit 3: Workmen's Compensation and ESI Acts** (08)

- 3.1 Workmen's Compensation Act, 1923
  - 3.1.1 Objectives, Scope, and Definitions
  - 3.1.2 Compensation for Injury and Occupational Diseases
  - 3.1.3 Obligations of Employers and Workmen
- 3.2 The Employees' State Insurance (ESI) Act, 1948
  - 3.2.1 Objectives and Definitions
  - 3.2.2 Coverage and Contributions
  - 3.2.3 Benefits under the ESI Scheme

**Unit 4: The Employees' Provident Fund and Miscellaneous Provisions Act, 1952** (06)

- 4.1 Objectives, Applicability, and Key Definitions
- 4.2 Employees' Provident Fund Scheme
- 4.3 Employees' Pension Scheme
- 4.4 Employees' Deposit-Linked Insurance Scheme
- 4.5 Determination of Dues from Employers
- 4.6 Transfer and Settlement of Accounts

**Unit 5: Equal Remuneration and Gratuity Laws** (10)

- 5.1 The Equal Remuneration Act, 1976
  - 5.1.1 Objectives and Definitions
  - 5.1.2 Equal Remuneration for Equal Work

- 5.1.3 Non-Discrimination in Recruitment
- 5.1.4 Role of Advisory Committee
- 5.2 The Payment of Gratuity Act, 1972
  - 5.2.1 Objectives and Definitions
  - 5.2.2 Eligibility and Calculation of Gratuity
  - 5.2.3 Nominations and Compulsory Insurance
  - 5.2.4 Forfeiture and Exemptions

## **Unit 6: Maternity Benefit and Child Labour Legislation**

**(08)**

- 6.1 The Maternity Benefit Act, 1961
  - 6.1.1 Objectives, Applicability, and Definitions
  - 6.1.2 Right to Maternity Benefit and Medical Bonus
  - 6.1.3 Forfeiture of Maternity Benefit
  - 6.1.4 Benefit in Case of Death of the Woman
  - 6.1.5 Leave Due to Pregnancy, Delivery, Miscarriage, etc.
- 6.2 The Child Labour (Prohibition and Regulation) Act, 1986
  - 6.2.1 Definitions (Child, Occupier, Establishment, etc.)
  - 6.2.2 Prohibition of Employment in Hazardous Occupations
  - 6.2.3 Regulation of Working Conditions for Children

## REFERENCE BOOKS

1. Labour Laws – *Taxmann Publications*
2. Industrial Relations and Labour Laws – *Monappa, Nambudiri & Selvaraj – McGraw Hill*
3. Industrial Jurisprudence and Labour Legislation – *A.M. Sharma – Himalaya Publishing House*
4. Industrial Relations, Trade Unions and Labour Legislation – *P.R.N. Sinha, Indu Sinha & Seema Shekhar – Pearson*
5. Labour Laws for Managers – *B.D. Singh – Excel Books*
6. Labour and Industrial Laws – *Dr. V.G. Goswami – Central Law Agency*
7. Industrial Relations – *T.N. Chhabra & R.K. Suri – Dhanpat Rai & Co.*
8. Labour Law: A Practical Guide to Manage Day-to-Day Labour Problems – *S.R. Samant – Labour Law Agency, Mumbai*
9. Labour and Industrial Law – *Prof. Dr. Rega Surya Rao – Andhra Law House, Visakhapatnam*



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: III**

**Paper: MBA 604D 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 focuses on the principles, practices, and technological advancements that define **World Class Manufacturing (WCM)** and **Process Management** in modern industry. It integrates lean thinking, innovative manufacturing systems, process optimization, industrial safety, and maintenance strategies. The course prepares students to critically assess global manufacturing standards, implement innovative process improvements, and adopt quality-focused and safe manufacturing environments using cutting-edge tools and methodologies.

### Course Objectives:

1. Understand and apply the core concepts of manufacturing and process management.
2. Explore world-class manufacturing strategies, lean tools, and global technological advances.
3. Analyze modern manufacturing systems such as agile, flexible, and smart manufacturing.
4. Design, model, and optimize processes with effective tools and techniques.
5. Plan and implement maintenance strategies for reliability and productivity.
6. Manage industrial safety through structured programs and proactive strategies.

### Course Outcomes:

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

CO No.	CO	Cognitive level
CO1	Explain the principles and current trends in manufacturing management and Process Management	<i>Understand</i>
CO2	Apply WCM principles and lean manufacturing techniques	<i>Apply</i>
CO3	Analyze different manufacturing systems such as FMS, agile, and smart systems	<i>Anlayze</i>
CO4	Evaluate and improve manufacturing processes using advanced tools like DOE, QFD, etc.	<i>Evaluate</i>
CO5	Design and implement maintenance systems and safety programs in industry	<i>Create</i>
CO6	Propose industrial safety measures using innovative and preventive strategies	<i>Apply, Evaluate</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Manufacturing Management****(05)**

- 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 2: World Class Manufacturing & Technology Transfer****(10)**

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

**Unit 3: Advanced and Innovative Manufacturing System****(08)**

- 3.1 Lean Manufacturing: Concept, Tools (5S, Kanban, VSM, JIT)& 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: Digital Twins, IoT Integration, Cyber-Physical Systems
- 3.7 Additive Manufacturing (3D Printing)
- 3.8 Sustainable and Green Manufacturing Practices

#### **Unit 4: Process Management and Improvement**

**(10)**

- 4.1 Processes: Meaning, Types & Scope
- 4.2 Process planning, selection and capacity Strategy
- 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) Framework for formulating technology strategy,

#### **Unit 5: Maintenance Management and Reliability Management**

**(08)**

- 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: Pillars and Implementation Roadmap
  - 5.4.2. Concept of Reliability, Reliability Improvement, failure Modes
  - 5.4.3 Maintenance Planning & Scheduling concept, Control Organizational and Psychological Factors

#### **Unit 6: Industrial Safety and Risk Management**

**(07)**

- 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. Chary, S. N. *Production and Operations Management* 5th Edition, McGraw Hill Education ISBN: 9780070682092.
2. *World Class Manufacturing*, 2nd Edition, Richard J. Schonberger, Free Press, 978-0743230682
3. Panneerselvam, R. *Production and Operations Management* 3rd Edition, PHI Learning Pvt.Ltd. ISBN: 9788120345551
4. Stevenson, William J. *Operations Management* 13th Edition, McGraw Hill Education ISBN: 9781260238891

5. Mahadevan, B. *Operations Management: Theory and Practice* 3rd Edition, Pearson Education ISBN: 9789332573769
6. Khalil, Tarek M. *Management of Technology: The Key to Competitiveness and Wealth Creation* 1st Edition, McGraw Hill Education ISBN: 9780070576285
7. Brokman, Martin J. *Systems Thinking: Managing Chaos and Complexity – A Platform for Designing Business Architecture* 3rd Edition, Elsevier/Academic Press ISBN: 9780123859150
8. Shivanand, H. K., Benal, M. M., & Koti, V. *Flexible Manufacturing System* 1st Edition, New Age International Publishers ISBN: 9788122418383
9. Manufacturing Planning and Control for Supply Chain Mgmt, F. R. Jacobs & W. L. Berry, 6th Edition, McGraw-Hill, 978-0073377827.
10. Process Management: Creating Value Along Supply Chain Joel D. Wisner, Latest, South-Western Cengage, 978-0324222634
11. Smart Manufacturing, Anthony Tarantino, Latest, Wiley, 978-1119846611
12. Industrial Safety Management, L. M. Deshmukh 1st Edition TMH 978-0070435803





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 2025-26

SEMESTER: III

Paper: MBA 605D Management of Technology

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

Required Lectures: 48 hours



### Course Description

This course provides an in-depth understanding of the management of technology as a strategic resource in production and operations. The course blends theoretical foundations with industry practices to develop technological leadership and strategic capabilities. This course is also concerned with Human & organizational issues as well as strategic and operational issues related to technology introduction & use. Students will explore key aspects such as technology development, forecasting, innovation, strategic alignment, human integration, and environmental sustainability.

### Course Objectives:

1. To understand the role of technology in achieving operational excellence and competitiveness.
2. To examine forecasting, planning, and assessment tools for managing technological change.
3. To explore strategic frameworks for technology adoption, diffusion, and transfer.
4. To address human and financial dimensions of technology integration.
5. To evaluate the ethical, social, and environmental implications of technology management.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	<b>Define</b> and explain the core concepts, types, and evolution of technology.	<i>Remember Understand</i>
CO2	<b>Analyze</b> how technology creates competitive advantage through R&D and innovation.	<i>Analyze</i>
CO3	<b>Apply</b> forecasting and assessment tools to evaluate emerging technologies.	<i>Apply</i>
CO4	<b>Formulate</b> strategies for technology acquisition, absorption, and transfer.	<i>Create</i>
CO5	<b>Evaluate</b> human and organizational readiness for technology implementation.	<i>Evaluate</i>
CO6	<b>Assess</b> the environmental, ethical, and social implications of technological change.	<i>Evaluate</i>

## Course Assessment & Evaluation Criteria:

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

### **Unit 1: Introduction to Technology Management** (08)

- 1.1 Concepts of technology Development & its impact on production systems
- 1.2 Sources & Types of Technology.
- 1.3 Changing context of technological environment.
- 1.4 Strategic implications of Technology
- 1.5 Technology Life Cycle
- 1.6 Needs assessment of Technology
- 1.7 Industry 4.0 and Digital Manufacturing: Introduction to Smart Tech

### **Unit 2: 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), Role of R & D
- 2.5 Managing Intellectual Property.
- 2.6 Industrial Analysis & Technology Planning
- 2.7 Tech-Based Business Models

### **Unit 3: Technological Forecasting & Assessment** (10)

- 3.1. Technological Forecasting
  - 3.1.1 Objectives and methods of technology forecasting
  - 3.1.2 Technology strategy formulation
  - 3.1.3 Technology forecasting Methods: Brainstorming, Delphi Technique, Growth Curves (S curve Analysis), Roadmapping, Trend Extrapolation, Technology monitoring, Relevance Tree, Morphological Analysis, Mission Flow Diagram
- 3.2. Technology Assessment:
  - 3.2.1 Technology Choice, Technological leadership & fellowship.
  - 3.2.2 Technology Acquisition. Meaning of Innovation and creativity,
  - 3.2.3 Technology Readiness Levels (TRLs) and their assessment
  - 3.2.4 Innovation management

### **Unit 4: Technology strategy** (08)

- 4.1 Strategic Management of Technology.
- 4.2 Framework for formulating technology strategy,
- 4.3 Aligning technology strategy with business and operations strategy

4.4 Financial aspects of in technology Management.

4.5 Technology diffusion and absorption:

4.5.1 Rate of Diffusion; Innovation Time and Innovation Cost

4.5.2 Speed of Diffusion.

4.5.3 Project management in adoption and implementation of new technologies.

4.6 Technology transfer, licensing, Joint venture, technology alliance.

### **Unit 5: 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 in Tech Environment

5.5 Workforce Transformation & Reskilling: Reskilling, Upskilling & HR Policies in Industry

4.0

### **Unit 6: Social Issues in Technology Management**

**(06)**

6.1 Technological Change and Industrial Relations,

6.2 Environmental Impact Assessment (EIA)

6.3 Ethical Issues in Emerging Technologies (AI, Robotics)

6.4 Sustainability and Green Technology in Operations

### **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, ISBN: 9780070535057.
3. Management of Technology & Innovation: Competing through Technological Excellence – Rastogi, P.N. – Sage Publications. ISBN: 9780761994398.
4. Strategic Management of Technological Innovation (6<sup>th</sup> Edition) – Melissa A. Schilling. – McGraw Hill. ISBN: 9781260575739.
5. Managing Technological Innovation - Twiss, B. -. Pitman. ISBN: 9780273019244.
6. Strategic Management of Technology & Innovation - Burgelman, R.A., M.A. Madique, and S.C. Wheelwright -. Irwin. ISBN: 9780072315275.
7. *Managing Technology and Innovation for Competitive Advantage (5<sup>th</sup> edition)*, V.K. Narayanan, Pearson. ISBN: 9780130323669
8. Strategic Management of Technology and Innovation – Burgelman, R.A, Christensen, C. M., & Wheelwright – McGraw Hill. ISBN: 9781259255496
9. Strategic Management of Technological Innovation, Frederick Betz- Wiley. ISBN: 9780470450511.



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 2025-26

SEMESTER: III

Paper: MBA 606 D Operation Research

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

Required Lectures: 48 hours



### Course Description

Operations research (OR) have many applications in science, engineering, economics, and industry and thus the ability to solve OR problems are crucial for both researchers and practitioners. Being able to solve the real-life problems and obtaining the right solution requires understanding and modeling the problem correctly and applying appropriate optimization tools and skills to solve the mathematical model. The goal of this course is to teach you to formulate, analyze, and solve mathematical models that represent real-world problems.

### 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:

CO No.	CO	Cognitive Level
CO1	Recall key concepts and scope of Operations Research.	<i>Remember</i>
CO2	Solve assignment problems using OR techniques.	<i>Understand, Apply</i>
CO3	Use decision tools based on the decision environment.	<i>Understand, Analyze</i>
CO4	Apply replacement models in maintenance and staffing decisions.	<i>Apply, Analyze</i>
CO5	Solve sequencing problems for multiple job-machine scenarios.	<i>Apply</i>
CO6	Optimize inventory using EOQ, EBQ, and discount models.	<i>Analyze, Apply</i>

### Course Assessment & Evaluation Criteria:

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

### Unit 1: Introduction to Operations Research

(06)

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 2: Linear Programming Models and Assignment Models (10)**

- 2.1. Introduction to applications of operations research in functional areas of management.
- 2.2 Linear Programming: Formulation and solution of linear programming problems by simplex methods, Big M.
- 2.3 Assignment problems: Hungarian method, unbalanced problem, Case of maximization, Travelling salesman

**Unit 3: Decision theory and Game Theory (08)**

- 3.1. Decision Theory
  - 3.1.1 Concepts of decision making
  - 3.1.2 Decision making under uncertainty
  - 3.1.3 Decision making under risk
  - 3.1.4 Decision tree analysis and Case discussion.
- 3.2. Game Theory
  - 3.2.1. Competitive Games
  - 3.2.2 Terminology
  - 3.2.3. Rules for games theory
  - 3.2.4. 2X2 Games, 2X3 Games, 3X3 Games

**Unit 4: Replacement Models (08)**

- 4.1. Introduction
- 4.2. Types of failure- gradual failure, sudden failure Replacement of items whose efficiency deteriorates with time, Replacement of items that completely fail,
- 4.3. Individual replacement policy, Group replacement policy,
- 4.4 staffing problem,
- 4.5 failure trees

**Unit 5: Sequencing Models (08)**

- 5.1 Sequencing problem- Introduction notations,
- 5.2 Terminology, and assumptions of sequencing problem,
- 5.3 Processing n jobs through two machines,
- 5.4 Processing n jobs through three machines,
- 5.5 Processing n jobs through four machines ,
- 5.6 2 jobs M machines
- 5.7 Graphical Method.

**Unit 6: 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

1. Operations Research by M.Mahajan - Dhanpatrai& 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
7. Operations Research by V.K.Kapoor - Sultan Chand & Sons



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 2025-26

SEMESTER: III

Paper: MBA 604E 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

1. To understand various concepts related to systems
2. To study System documentation techniques
3. To understand the basics of software testing and maintenance

## Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Define the software engineering terms	<i>Remember</i>
CO2	Understand the System Development Life Cycle	<i>Understand</i>
CO3	Analyze various system models for a given Context	<i>Apply</i>
CO4	Implement data modelling and documentation technique	<i>Apply</i>
CO5	Understand various testing techniques for a given project.	<i>Understand</i>
CO6	Identify testing and maintenance of software	<i>Remember</i>

## Course Assessment & Evaluation Criteria:

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

## Unit 1: System Concept

(04)

1.1 Definitions, Types of Systems, Characteristics and elements of System

1.2 Role of Software Engineer/Analysts/Users in the various phases of Systems

### 1.3 Software engineering Definition

#### **Unit 2: Systems Development Life Cycle (12)**

2.1 Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design

2.2 Testing, On-site Implementation and Maintenance, Fact Finding Methods

2.3 SDLC Model - Waterfall Model, Spiral Model, Prototyping, RAD, Object Oriented

#### **Unit 3: Process & Data Modelling (10)**

3.1 Data Flow Diagrams

3.2 Data Modelling - Entity Relationship Diagrams

3.3 Computer Aided Software Engineering (CASE)

3.4 Database Design

#### **Unit 4: System Documentation Techniques (10)**

4.1 Software requirement specification

4.2 System Flow Charts; Functional Decomposition

4.3 Diagrams; Structured Flow Charts (N-S Diagrams)

4.4 Logic Representation Techniques:

4.4.1 Decision Trees

4.4.2 Decision Tables

4.4.3 Pseudo code and Structured English

#### **Unit 5: Software Design (07)**

5.1 Design principles

5.2 Problem partitioning, abstraction, top down and bottom up design

5.3 Structured approach, functional versus object oriented approach

5.4 Design specifications and verification

5.5 Monitoring and control

#### **Unit 6: Software testing & maintenance (05)**

6.1 Software Validation, Software Verification

6.2 Types of Testing

6.3 Basic of software maintenance

6.4 Types of maintenance

6.5 Maintenance Activities

6.6 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 2025-26

SEMESTER: III

**Paper: MBA 605E 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:**

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

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Explain the concept, types, life cycle, and strategic role of IT Asset Management, including its challenges and benefits.	<i>Remember</i>
CO2	Identify and apply ITAM tools, processes, standards (like ISO), and formulate ITAM policies to ensure compliance and efficiency.	<i>Apply</i>
CO3	Analyze the purpose, life cycle, and business significance of Software Asset Management (SAM).	<i>Analyze</i>
CO4	Demonstrate understanding of Hardware Asset Management (HAM), including mobile device management and asset life cycle.	<i>Analyze</i>
CO5	Evaluate the role and benefits of Services and Cloud Asset Management (SEAM) in modern IT environments.	<i>Evaluate</i>
CO6	Understand and apply principles of People and Information Asset Management (PINAM), including BYOD-related considerations.	<i>Apply</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: 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 2: 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 3: 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 4: 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 5: 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 6: 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:**

1. IT Asset Management – A Pocket Survival Guide – Martyn Hobbs – IT Governance Publishing
2. Practical ITAM – The Essential Guide for IT Asset Managers – Martin Thompson – Published by: The ITAM Review
3. Software Asset Management: Understanding and Implementing Practical Solutions – Prafulla Varma & Kalyan Kumar
4. An IT manager's Guide to Hardware Asset Management – Laurence E Tindall –
5. ITIL Guide to Software and IT Asset Management – Axelos – Published by: TSO
6. Software Asset Management: What is It and Why do we need it? – Carl A Bolton – Software Asset
7. Guidance for IT Asset Management (ITAM)-Step by step Implementation Guide – Kiran KumarPabbathi – Publisher: Servicemanagers.org



**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 2025-26

EMESTER: III

**Paper: MBA 606E 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:

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

## Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Understand the basic concepts of database management systems and Data models	<i>Understand</i>
CO 2	Apply SQL statement to find solutions to a broad range of queries & for managing databases	<i>Apply</i>
CO 3	Apply normalization techniques to improve database design	<i>Apply</i>
CO 4	Illustrate and discuss aggregate functions	<i>Analyze</i>
CO 5	Criticize complex queries in SQL.	<i>Evaluate</i>
CO 6	Design data control using data control language	<i>Create</i>

## Course Assessment & Evaluation Criteria:

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

**Unit 1: Database Systems & Data Models** (08)

- 1.1 Basic concepts of DBMS & RDBMS, Applications of RDBMS
- 1.2 Database Models (Relational Model, Network Model, Hierarchical Model)
- 1.3 ER Model
- 1.4 Codd's Rules
- 1.5 Normalization and Normal forms: 1 NF, 2 NF, 3 NF
- 1.6 Keys: Super, Candidate, Primary, Foreign Key

**Unit 2: Introduction to SQL Server** (08)

- 2.1 SQL Server editions
- 2.2 Installation of SQL Server
- 2.3 Starting and Stopping SQL Server Instances/ Services
- 2.4 Types of System Databases in SQL

**Unit 3: Introduction to SQL (Structured Query Language)** (08)

- 3.1 Data Types in SQL Server
- 3.2 DDL, DML, DQL, DCL and TCL
- 3.3 Creating table using different constraints like Primary Key, Foreign Key, Check, NOTNULL
- 3.4 Insert values, Select, Alter Table, Update, delete table
- 3.5 Creating user, granting privileges, revoking privileges

**Unit 4: Working with queries** (08)

- 4.1 Understanding Select Statement, Usage of Top, Distinct, Null etc
- 4.2 Using String and Arithmetic Expressions
- 4.3 Exploring Where Clause with Operators, Using Advanced Operators
- 4.4 Sorting data using Order By clause
- 4.5 Working with basic of Sub Queries

**Unit 5: Aggregate Functions and Joins** (08)

- 5.1 Using functions in Queries
- 5.2 Count, Sum, Min, Max, Avg Group By and Having Clause
- 5.3 Using Group By with Rollup and Cube
- 5.4 Introduction to Joins – Inner Join, Outer Join, Self Join

**Unit 6: Data Control language (DCL)** (08)

- 6.1 Creating Users & Roles
- 6.2 Granting & Revoking of Roles & privileges
- 6.3 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.



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: III**

**Paper: MBA 604 F Agro Business 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 the dynamic and evolving field of Agro Business Management. It explores the changing dimensions of agri-business, agro-processing industries, financial and human resource management in agriculture, as well as the role of key promotional agencies. It also introduces students to emerging trends such as organic farming, agro-tourism, and contract farming, equipping them with the skills to manage, innovate, and lead within India's vibrant agri-business sector.

### **Course Objectives:**

1. To introduce the fundamentals, history, and scope of agri-business and its role in economic development.
2. To analyze the structure, potential, and policy environment of India's agro-processing industry across various segments such as dairy, fruits, grains, meat, and marine products.
3. To understand the role and functioning of national promotional agencies (e.g., MOFPI, MSME, APEDA, KVIC) supporting agri-business development.
4. To develop financial acumen in agricultural finance, credit systems, and entrepreneurial funding mechanisms in the agribusiness sector.
5. To understand human resource management practices in agricultural organizations and assess future managerial challenges and training needs.
6. To explore and evaluate emerging trends in agri-business such as agro-tourism, organic farming, herbal farming, and contract farming.

### **Course Outcomes:**

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

CO No.	CO	Cognitive level
CO1	Define and understand Agro Business Management concept	<i>Remember Understand</i>
CO2	Understand the basic concepts in food processing and get knowledge of the different food preparation methods	<i>Understand</i>
CO3	Analyze emerging new trends in Agro Business Management	<i>Analyze</i>
CO4	Identify human resource for Agro processing	<i>Remember</i>
CO5	Explain role and functions of promotional agencies	<i>Understand</i>
CO6	Identify sources of finance for Agri business	<i>Remember</i>

### **Course Assessment & Evaluation Criteria:**

Components	Weight	Per Course Marks
Class Participation and Home Assignments (It can be weekly)	5%	5



Presentation (assign topics & posters) & Classroom writing Skill Quizzes & Allied Assignment	5%	5
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		<b>100</b>

### **Unit 1: Introduction to ABM**

**(08)**

- 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

### **Unit 2: Agro-Processing Management**

**(16)**

- 2.1. Role of agro-processing industries in the Indian economy
- 2.2. Status and potential of Indian agro-processing industries. Food grains, commercial Crops.
- 2.3. Policy environment of agro-processing industries-Development, management structure and communication.
- 2.4. Advanced Food Processing: Present scenario, scope and opportunities, Infrastructural Development, Constraints and policy initiatives
- 2.5. Industry wise segmentation
  - 2.5.1. Processed fruits & vegetables
  - 2.5.2. Milk and milk products
  - 2.5.3. Grain processing
  - 2.5.4. Meat & Poultry processing
  - 2.5.5. Fisheries, Marine Products
  - 2.5.6. Packed/Convenience foods
  - 2.5.7. Beverages
  - 2.5.8. Regulatory measures

### **Unit 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

### **Unit 4: Financial Management in Agri-Business**

**(12)**

- 4.1. Definition, Importance, Need of Agricultural Finance, Problems of agricultural credit in India, Requisites of good credit system.
- 4.2. Classification of credit and loan, Institutional agencies in agricultural credit, test of farm Credit proposal, tools of farm financial analysis, agricultural projects.
- 4.3. 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.

4.4 Agribusiness Entrepreneurial Finance

4.5 Agricultural finance-Problems and remedies.

### **Unit 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

### **Unit 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. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2. Agricultural Finance In India – Theories and Practices, VB Jugale, Atlantic Publishers
3. 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.
4. Agricultural finance in India – the role of NABARD - Rajkumar K. – New Century Publications
5. Diwase, Smita. Agri-Business Management. Everest Publishing House, Everest Lane, 536, Shaniwar Peth, Appa Balwant Chowk, Pune – 4110030
6. Siva Rama, K., K. Ramesh and M. Gangadhar. Human Resource Management in agriculture. Discovery Publication, New Delhi.
7. Talwar, Prakash, Travel and Tourism Management, Gyan Books Pvt. Ltd., Main Ansari Road, Darya Ganj, New Delhi- 110 002



**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 2025-26

**SEMESTER: III**

**Paper: MBA 605 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:

This course provides a comprehensive understanding of the management practices, challenges, and opportunities in agro-based industries. It covers the fundamentals of setting up and operating agro-industries involved in food processing, dairy, poultry, horticulture, agro-forestry, and bio-energy sectors. The course also explores policy frameworks, government schemes, and entrepreneurship development to promote sustainable agro-industrial growth. Through case studies and field exposure, students gain practical insights into managing real-world agro-enterprises.

### Course Objectives:

1. To introduce the concept, types, and scope of agro-based industries in the Indian and global context.
2. To develop an understanding of managerial functions such as planning, organizing, production, finance, and marketing in agro-industrial enterprises.
3. To examine the value chain, supply chain, and logistics management specific to agro-based industries.
4. To analyze sustainability practices, quality control, and risk management in agro-industrial operations.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Describe the role of livestock in the Indian economy and basic principles of livestock and poultry management..	<i>Remember</i>
CO2	Analyze production, marketing, and trade trends in animal-based products.	<i>Understand</i>
CO3	Apply post-harvest technologies for handling, preserving, and storing horticultural crops.	<i>Apply</i>
CO4	Demonstrate knowledge of bio-fertilizer and mushroom production techniques and tools.	<i>Analyze</i>
CO5	Evaluate the impact of IT and modern innovations like precision and contract farming in agriculture.	<i>Evaluate</i>
CO6	Understand fertilizer types, legislation, marketing, and their environmental implications.	<i>Remember</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Animal Production Management (08)**

- 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
- 1.4. Routine farm management. Preparation of animal for different purposes
- 1.5 .Nutrient requirement of livestock and poultry

**Unit 2: Value Addition in Animal Products (08)**

- 2.1. Present status of dairy, poultry, meat, wool and hide industries in WTO regime
- 2.2. Production, packing, marketing of milk, meat and their products
- 2.3. Import, export of animal and poultry products
- 2.4. Trends in marketing and utilization of animal products

**Unit 3: Post – Harvest Technology of Horticultural Crops (08)**

- 3.1. Importance and present status of post-harvest technology
- 3.2. Maturity, harvesting and handling in relation to extended shelf-life and storage quality of fruits, vegetables and flowers.
- 3.3 Importance and scope of fruits and vegetable preservation, Methods of pre-cooling, grading, packaging, storage and transport of fruits, vegetables and flowers.
- 3.4 Selection of site for fruit and vegetable preservation unit, principles and methods of preservation, Post-harvest diseases of important fruits and vegetables.

**Unit 4: Bio-fertilizers and Mushroom Production (08)**

- 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 commercial cultivation of mushroom.

**Unit 5: Technology and Changing Perspective in Agriculture.(08)**

- 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, Globalization and Agriculture-Agricultural p-product.
- 5.4 Green Revolution- Need for Green Revolution-Production
- 5.6 Performance -Problems in the Spread of Green Revolution- Effects of Green Revolution Agricultural Innovation

5.7 Cooperative Farming, Contract Farming, Corporate Farming, Precision Farming.

### **Unit 6: Fertilizer Technology and Management (08)**

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, 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.
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6. Salunke, D.K. and Desai, B.B.Past Harvest Biotechnology of Vegetables. II CRC Press, Boca Raton,Florida.
7. Varma, L.R. and V.K.Joshi. Post Harvest Technology of Fruits and Vegetables, Vol. II. Indus Publishing Company, New Delhi-110027
8. Shah Jignesh. Commodity Future- Benefits start flowing in The Hindu Survey of Indian Industry.



**Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon**  
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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: III**

**Paper: MBA 606 F –Agricultural Marketing**

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

Required Lectures: 48 hours



### Course Description

This course provides an in-depth understanding of the principles, practices, and institutions involved in the marketing of agricultural products. It focuses on the structure and functioning of agricultural markets, marketing channels, pricing mechanisms, and marketing efficiency. Emphasis is placed on recent trends such as digital marketing, e-NAM, contract farming, and value chain development.

### Course Objectives:

5. To introduce the fundamental concepts, scope, and importance of agricultural marketing in the agri-business sector.
6. To understand the structure, functions, and types of agricultural markets and marketing channels.
7. To analyze the role of price discovery, market intelligence, and marketing institutions in agricultural trade.
8. To develop students' ability to critically evaluate marketing efficiency, market linkages, and challenges faced by farmers.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Understand the scope, objectives, and issues in agricultural marketing.	<i>Remember</i>
CO2	Analyze the role of agri-marketing in economic development and futures trading.	<i>Understand</i>
CO3	Explain retail formats, branding, and information systems in agri-retail.	<i>Apply</i>
CO4	Apply promotional tools and CRM strategies in marketing agri-products.	<i>Analyze</i>
CO5	Evaluate issues like standardization, grading, pricing, and market integration.	<i>Evaluate</i>
CO6	Describe trading practices of key agri-commodities and market trends.	<i>Remember</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Introduction to Agricultural Marketing (08)**

- 1.1. Introduction, Scope, concepts & objectives, Role of agricultural marketing, Problems of agricultural Marketing.
- 1.2. Problems of Agri. Marketing: Traditional agri. Marketing and present status.
- 1.3. Present status & problem in various marketing function, role of government in agricultural Marketing.

**Unit 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. Risks in rural marketing and Insurance protection.
- 2.4. The futures agricultural market, Agricultural options, India's Position in Futures Markets and Recent Developments.

**Unit 3: Retail Marketing (10)**

- 3.1. Concept, types of retailers, supermarkets. Non store retailing. Retailer- marketing decisions.
- 3.2. Major types of retail organization, co-operative chain stores, retailers and consumer cooperatives.
- 3.3. Information system in retailing: Acquiring and using information strategies - Technology in retail - Information sources - Retail information system.
- 3.4. Branding Strategy: Manufacturer's brand, private label, brand for a sale.

**Unit 4: Promotion of Agri Products (08)**

- 4.1 Market Analysis for Agri Products segmentation & Targeting, Basic Concept of Promotion, Fundamental of Advertising.
- 4.2 Concept of Direct marketing, Sales Management, Personal Selling & Salesmanship, Sales Related Marketing Policies.
- 4.3 Developing and implementing customer Relationships Management: Key concepts in Customer relationships, key principles of relationship management, framework for building CRM strategy in agriculture marketing.

**Unit 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.
- 5.4 Co-operative agricultural marketing and public agencies involved in agricultural marketing, Functions of price mechanism, Nature and supply of agricultural products, marketable and marketed surplus.

## Unit 6: Trading of Agricultural Marketing

(06)

6.1. Importance of agricultural commodities in agricultural marketing.

6.2. Marketing of cereals, marketing of pulses.

6.3 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.,

Round Building, Kalbadevi, Mumbai-400002

3. Philip Kotler.- Marketing Management.- Pearson Education Publishers, New Delhi.

4. Panvar, J.S. Beyond - Consumer Marketing. - Response Books, Sage Publications, New Delhi.

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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: III**

**Paper: MBA 604G Data Science & Big Data Analytics**

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

Required Lectures: 48 hours



### Course Description

This course introduces students to foundational concepts and practical applications of Data Science and Big Data Analytics. Covering the entire data lifecycle, from acquisition to modeling and decision-making, it equips learners with skills in statistical analysis, machine learning basics, and data visualization. Through hands-on tools and real-world business cases, students learn to harness structured and unstructured data for strategic insights.

### Course Objectives:

1. To explain the core principles and evolution of Data Science and Big Data.
2. To familiarize students with data types, sources, and quality issues.
3. To develop skills in data pre-processing, transformation, and statistical analysis.
4. To enable the use of visualization and predictive modelling for business decisions.
5. To apply analytical thinking to real-life domain-specific problems.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Define key concepts of Data Science, Big Data, data structures, and applications.	<i>Remember</i>
CO2	Apply data cleaning, preprocessing, and transformation techniques.	<i>Apply</i>
CO3	Analyze datasets using statistical methods like regression and hypothesis testing.	<i>Analyze</i>
CO4	Interpret and visualize data using effective charts and tools.	<i>Evaluate</i>
CO5	Build predictive models using regression and classification techniques.	<i>Evaluate</i>
CO6	Design domain-specific analytics solutions through case-based approaches.	<i>Create</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		<b>100</b>

**Unit 1: Foundations of Data Science and Big Data (08)**

- 1.1 Introduction to Data Science and Big Data
- 1.2 The 5 Vs of Big Data and Data Science Life Cycle
- 1.3 Components and Applications of Data Science
- 1.4 Difference: Data Science vs. BI, Data Scientist vs. Analyst
- 1.5 Types of Data: Structured, Unstructured, Semi-structured
- 1.6 Overview of Data Sources, Datasets, DBMS & Data Warehousing

**Unit 2: Data Preprocessing and Management (08)**

- 2.1 Data objects, attributes, and types
- 2.2 Data quality issues: Missing, Noisy, Duplicate data
- 2.3 Data wrangling and cleaning techniques
- 2.4 Data transformation: Normalization, Standardization, Encoding
- 2.5 Data reduction: Dimensionality reduction, feature selection
- 2.6 Indexing and basic data optimization concepts

**Unit 3: Statistical and Analytical Techniques (08)**

- 3.1 Descriptive statistics: Mean, Median, Mode, SD, IQR
- 3.2 Inferential statistics: Hypothesis testing & estimation
- 3.3 Business hypothesis and Chi-square, t-test, ANOVA
- 3.4 Correlation and linear regression analysis
- 3.5 Logistic regression and LDA basics
- 3.6 Testing proportions, significance of correlations

**Unit 4: Data Visualization and EDA (08)**

- 4.1 Exploratory Data Analysis (EDA) concepts
- 4.2 Principles of effective data visualization
- 4.3 Visualization tools: Matplotlib, Seaborn
- 4.4 Basic charts: Histogram, Bar, Line, Pie, Scatter
- 4.5 Advanced charts: Boxplot, Heatmap, Tree Map
- 4.6 Visual storytelling and business insights from EDA

**Unit 5: Predictive Modeling & Machine Learning Basics (08)**

- 5.1 Introduction to Predictive Analytics & ML
- 5.2 Multiple & Logistic Regression – Concepts & Use Cases
- 5.3 Classification basics: metrics & evaluation techniques
- 5.4 Confusion matrix, precision, recall, F1 score
- 5.5 Overview of clustering and association rules
- 5.6 Applications in marketing, HR, finance, retail

- 6.1 Data-driven decision-making frameworks
- 6.2 Case-based reasoning in business analytics
- 6.3 Applications in Marketing, HR, Retail, Sales
- 6.4 Supply Chain, Healthcare, Finance, Social Media Analytics
- 6.5 Breaking down business problems into analytical tasks
- 6.6 Future trends in Data Science & Big Data Analytics

### REFERENCE BOOKS

1. Data Science from Scratch (2nd Edition), Joel Grus, O'Reilly Media, ISBN: 9781492041139.
2. Data Science and Predictive Analytics (2nd Edition), Vasant Dhar, Pearson, ISBN: 9789353062013.
3. Doing Data Science, Cathy O'Neil & Rachel Schutt, O'Reilly Media, ISBN: 9781449358655.
4. Data Analytics (1st Edition), Anil Maheshwari, McGraw Hill Education, ISBN: 9789339221263.
5. Data Science for Business, Foster Provost & Tom Fawcett, O'Reilly Media, ISBN: 9781449361327.
6. R for Data Science, Hadley Wickham & Garrett Grolemund, O'Reilly Media, ISBN: 9781491910399.
7. Business Analytics: The Science of Data-Driven Decision Making, U Dinesh Kumar, Wiley India, ISBN: 9788126567046.
8. Probability & Statistics for Engineers & Scientists (9th Edition), Ronald E. Walpole, Raymond H. Myers, Sharon L. Myers, Keying Ye, Prentice Hall Inc., ISBN: 9780321629111.
9. The Elements of Statistical Learning: Data Mining, Inference, and Prediction (2nd Edition), Trevor Hastie, Robert Tibshirani, Jerome Friedman, Springer, 2014, ISBN: 9780387848570.
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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 2025-26

### SEMESTER: III

### Paper: MBA 605G Tableau

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

Required Lectures: 48 hours



### Course Description

This course equips students with practical skills in Tableau—a widely-used data visualization and business intelligence tool. Students will learn to transform raw data into visual insights through charts, dashboards, and interactive storytelling. The course emphasizes real-time data connectivity, interactivity, and strategic business communication through visuals.

### Course Objectives:

- 1 To understand Tableau's role in Business Intelligence and data analytics.
- 2 To develop hands-on skills in data cleaning, preparation, and visualization in Tableau.
- 3 To design interactive dashboards and visuals using various Tableau components.
- 4 To apply calculated fields, parameters, and sets for dynamic analytics.
- 5 To integrate Tableau with other tools and data sources for real-world business applications.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Explain core Tableau features and the importance of data visualization in business contexts.	<i>Understand</i>
CO2	Connect and manage data from various sources using Tableau.	<i>Understand</i>
CO3	Create dashboards and visualizations for business applications.	<i>Apply</i>
CO4	Use advanced Tableau features like calculated fields and LOD expressions.	<i>Apply</i>
CO5	Interpret business trends through effective visual storytelling.	<i>Evaluate</i>
CO6	Apply Tableau to solve real-world analytics problems across domains.	<i>Apply</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		<b>100</b>

**Unit 1: Introduction to Tableau and Data Visualization (08)**

- 1.1 What is Tableau? Role in Business Intelligence
- 1.2 Types and importance of data visualizations
- 1.3 Tableau Interface: Worksheets, Dashboards, Stories
- 1.4 Connecting to Excel, CSV, and databases
- 1.5 Creating basic charts: Bar, Line, Pie, Maps
- 1.6 Navigating Tableau workspace and toolbar

**Unit 2: Data Preparation and Cleaning in Tableau (08)**

- 2.1 Understanding Metadata and Data Interpreter
- 2.2 Joins, Blends, and Hierarchies in Tableau
- 2.3 Pivot, Split, Grouping – when and how to use
- 2.4 Tableau Prep Builder basics for data cleaning
- 2.5 Handling missing values and data types
- 2.6 Preparing data for analysis using Tableau

**Unit 3: Visual Analytics and Interactivity (08)**

- 3.1 Filters, Parameters, and Sets for dynamic visuals
- 3.2 Quick Table Calculations and Aggregations
- 3.3 Sorting, Highlighting, and Grouping
- 3.4 Trend lines, Reference lines, Forecasting
- 3.5 Drill-down, Hierarchical Analysis
- 3.6 Creating interactive and responsive visuals

**Unit 4: Dashboard Design and Storytelling (08)**

- 4.1 Principles of dashboard design for business use
- 4.2 Dashboard actions: Filters, Highlights, URLs
- 4.3 Creating story points and guided analytics
- 4.4 Visual storytelling techniques and best practices
- 4.5 Mobile dashboard design and layout
- 4.6 Publishing and sharing dashboards securely

**Unit 5: Advanced Tableau Features (08)**

- 5.1 Calculated Fields and Level of Detail (LOD)
- 5.2 Parameters for user-controlled dashboards
- 5.3 Row-level security and permission control
- 5.4 Data Blending vs. Joins – When and Why
- 5.5 Performance optimization techniques
- 5.6 Connecting Tableau to live and extract data

**Unit 6: Industry Applications and Integration (08)**

- 6.1 Case studies in Sales, Marketing, Finance, HR
- 6.2 Real-time dashboards and data streaming
- 6.3 Connecting Tableau with R, Python, SQL
- 6.4 Using APIs for extended analytics
- 6.5 Tableau Public vs Tableau Server
- 6.6 Capstone: Build and present an interactive dashboard

## REFERENCE BOOKS

1. **Daniel G. Murray** – *Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software*, Wiley.
2. **Joshua N. Milligan** – *Learning Tableau*, Packt Publishing.
3. **Seema Acharya** – *Tableau for Beginners: Step-by-Step Guide*, Wiley.
4. **George Peck** – *Tableau 10: The Official Guide*, McGraw-Hill.
5. **Uli Bethke** – *Tableau Desktop Cookbook*, Packt Publishing.
6. Tableau Public Resources and Tableau eLearning (official site).



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: III**

**Paper: MBA 606G 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 introduces students to business analytics using R, a powerful programming language for statistical computing and data visualization. The curriculum covers data preparation, descriptive statistics, hypothesis testing, and graphical representation. Students gain hands-on experience in managing real business data and drawing insights using R functions, packages, and programming logic.

### Course Objectives:

1. To introduce the basics of business analytics and types of analytics.
2. To provide foundational knowledge of R programming for business data handling.
3. To develop skills in performing statistical testing and hypothesis validation.
4. To visualize business insights through charts and plots in R.
5. To implement descriptive statistical techniques and generate data-driven reports.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Understand the role and scope of business analytics and related tools.	<i>Understand</i>
CO2	Apply business analytics frameworks in real-time decision-making scenarios.	<i>Apply</i>
CO3	Use built-in R functions to analyze and manipulate datasets.	<i>Apply</i>
CO4	Utilize data structures in R for conditional analysis and hypothesis testing.	<i>Apply</i>
CO5	Create visual representations of data insights using R's graphical tools.	<i>Evaluate</i>
CO6	Perform statistical summaries and interpret results for business reporting using R.	<i>Evaluate</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		<b>100</b>

## **Unit 1: Business Analytics Basics** (08)

- 1.1 Evolution and need for business analytics
- 1.2 Business analytics vs. BI vs. data science
- 1.3 Types of analytics: Descriptive, Predictive, Prescriptive
- 1.4 Tools used in analytics and importance of data
- 1.5 Differences: data, information, knowledge
- 1.6 Organizational data maturity and challenges

## **Unit 2: Analytical Decision-Making** (06)

- 2.1 Decision-making process in analytics
- 2.2 Framing key business questions for analysis
- 2.3 Characteristics of effective analysts
- 2.4 Applications in Marketing, HR, Retail, Finance
- 2.5 Future of business analytics
- 2.6 Case examples of analytics-driven decisions

## **Unit 3: R Fundamentals and Data Handling** (10)

- 3.1 Installing and using R environment
- 3.2 Importing and exporting data in R
- 3.3 Using R with Excel, SQL, SPSS, web scraping
- 3.4 Data types, loops, and flow control in R
- 3.5 Subsetting and applying functions (apply, supply)
- 3.6 File handling and exploratory analysis in R

## **Unit 4: Data Structures and Statistical Analysis in R** (08)

- 4.1 Vectors, Lists, Data Frames, Matrices, Arrays
- 4.2 Computing basic statistics using R
- 4.3 Business hypothesis testing (t-test, ANOVA)
- 4.4 Correlation, regression, significance testing
- 4.5 Logistic regression and statistical modeling
- 4.6 Real-life case studies using R

## **Unit 5: Data Visualization Using R** (10)

- 5.1 Data visualization principles and EDA
- 5.2 Using base and lattice graphics in R
- 5.3 Plotting: Line, Bar, Pie, Histogram
- 5.4 Customizing plots and graphical parameters
- 5.5 Data cleaning and string operations
- 5.6 Introduction to Spatial and Interactive plots

## **Unit 6: Descriptive Statistics Using R** (06)

- 6.1 Measures of central tendency and dispersion
- 6.2 Relationship measures: Covariance, Correlation
- 6.3 Interpreting coefficients of determination
- 6.4 Summarizing and profiling business data
- 6.5 Application of summary functions in R
- 6.6 Report generation and business interpretation



## REFERENCE BOOKS

1. The Book of R: A First Course in Programming and Statistics, Tilman M. Davies, No Starch Press, 2016, ISBN-10: 1593276516, ISBN-13: 978-1593276515
2. Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist, Thomas Mailund, Apress, 2017, ISBN-13: 978-1484227336
3. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, Foster Provost & Tom Fawcett, O'Reilly Media, 2013, ISBN-13: 978-1449361327
4. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Hadley Wickham & Garrett Grolemund, O'Reilly Media, 2017, ISBN-13: 978-1491910399
5. The Elements of Statistical Learning: Data Mining, Inference, and Prediction (2nd Edition), Trevor Hastie, Robert Tibshirani, Jerome Friedman, Springer, 2014, ISBN-13: 978-0387848570
6. An Introduction to Statistical Learning: with Applications in R, Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Springer, 2013, ISBN-13: 978-1461471370
7. Mining Massive Data Sets, Anand Rajaraman and Jeffrey D. Ullman, Cambridge University Press, 2012, ISBN-13: 978-1107015357
8. Advances in Complex Data Modeling and Computational Methods in Statistics, Anna Maria Paganoni and Piercesare Secchi (Eds.), Springer, 2013, ISBN-13: 978-3319017462



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 2025-26

SEMESTER: IV

Paper: MBA 607 OJT/ SIP (8)



60 + 40 Pattern: External Marks 120 + Internal Marks 80 = Maximum Total Marks: 200

Requirement: 7-8 weeks of work in any organization during summer Break

### Course Description:

The On-the-Job Training (OJT) / Summer Internship Project (SIP) is a mandatory component of the MBA curriculum, designed to provide students with practical exposure to real-life management practices in business organizations, industries, startups, or social enterprises. It serves as a bridge between academic learning and industry expectations, enabling students to apply theoretical concepts to real-time challenges and gain experiential learning. The internship may involve tasks related to functional areas depending on the student's specialization and the organization's needs.

### Course Objectives:

1. To expose students to real-time organizational environments, systems, and business processes.
2. To facilitate the application of classroom knowledge, tools, and techniques in solving live industry problems.
3. To develop core managerial skills such as analysis, decision-making, teamwork, communication, and professionalism.
4. To strengthen students' ability to independently document, analyze, and interpret data from a practical management perspective.
5. To improve the student's ability to draft structured professional reports and make effective presentations.
6. To foster career readiness and build meaningful professional networks for future employment opportunities.

### Course Outcomes (COs)

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

CO	Course Outcome
CO1	<b>Understand</b> and describe the organizational structure, culture, and key operational functions of the organization.
CO2	<b>Apply</b> relevant management concepts and analytical tools to address identified business challenges during the internship.
CO3	<b>Conduct</b> a structured problem analysis using primary and/or secondary data, and draw practical insights.

CO4	<b>Prepare</b> a detailed, well-organized internship project report including objectives, methodology, data analysis, and recommendations.
CO5	<b>Exhibit</b> effective interpersonal, time management, adaptability, and communication skills in a professional environment.
CO6	<b>Present</b> and defend their internship findings and insights confidently in the viva-voce through critical reflection and industry awareness.

### Internship Duration and Requirements

- Duration: Minimum 7 to 8 weeks of full-time internship during the summer break (After the second semester).
- Organization: Any approved company, industry, startup, NGO, government department, consultancy, or business enterprise relevant to the student's area of specialization.
- Supervision: Each student must be jointly guided by:
  - An internal faculty guide from the institute.
  - An industry supervisor/guide from the organization.
- Documentation: Daily work logs, attendance certificate, and periodic updates must be maintained and verified by both mentors.

### Project Report Formatting Guidelines:

Module	Details
A. Preliminary Pages	<ul style="list-style-type: none"> <li>- Title Page</li> <li>- Internship Completion Certificate from the Organization</li> <li>- Internship Completion Certificate from the College/Institute</li> <li>- Declaration by the student</li> <li>- Acknowledgment</li> <li>- Table of Contents</li> <li>- List of Tables, Figures, Abbreviations</li> </ul>
B. Main Chapters	<p><b>Chapter 1: Introduction</b></p> <ul style="list-style-type: none"> <li>- Background, Rationale, Scope, Objectives</li> <li>- Definitions and Significance of Study</li> <li>- Theoretical Overview</li> </ul> <p><b>Chapter 2: Literature Review</b></p> <ul style="list-style-type: none"> <li>- Review of 12–15 relevant peer-reviewed journals/books</li> <li>- Identification of research gaps</li> </ul> <p><b>Chapter 3: Research Methodology</b></p> <ul style="list-style-type: none"> <li>- Problem Statement</li> </ul>

	<ul style="list-style-type: none"> <li>- Research objectives</li> <li>- Research Hypotheses (if any)</li> <li>- Research design (exploratory, descriptive etc.)</li> <li>- Sampling method</li> <li>- Sampling Size</li> <li>- Data collection instruments (Questionnaires, interviews, etc.)</li> <li>- Analytical tools and use of statistical software (e.g., SPSS, Excel)</li> </ul> <p><b>Chapter 4: Data Analysis &amp; Interpretation</b></p> <ul style="list-style-type: none"> <li>- Presentation of data using tables, charts, graphs</li> <li>- Statistical interpretation aligned with objectives and hypotheses</li> </ul> <p><b>Chapter 5: Findings, Conclusion &amp; Suggestions</b></p> <ul style="list-style-type: none"> <li>- Summary of key findings</li> <li>- Managerial suggestions</li> <li>- Conclusions drawn from analysis</li> <li>- Scope for future research</li> </ul>
C. End Section	<p><b>Chapter 6: Bibliography</b></p> <ul style="list-style-type: none"> <li>- Referencing in APA 7th Edition format</li> <li>- Alphabetical and properly formatted</li> </ul> <p><b>Annexures</b></p> <ul style="list-style-type: none"> <li>- Questionnaire / Interview Schedule</li> <li>- Detailed data tables</li> <li>- Statistical outputs (SPSS/Excel) and</li> <li>- Supporting documents (if any)</li> </ul>

## Project Report Formatting Guidelines

### 1. Front Page Format

- **Project Title:** Times New Roman, Font Size 20, Bold, UPPERCASE
- **Name of Student, Guide, Department, and College:** Times New Roman, Font Size 14, Bold

### 2. Page Layout

- **Page Margins:**
  - Left 1.5", Right 1", Top 1", Bottom 1"
- **Line spacing:** 1.15 (Multiple)
- **Paper:** A4 size
- **Footer:** College name + page number

### 3. Text Formatting

- **Main Headings:** Font 14, Bold, Times New Roman
- **Body Text:** Font 12, Times New Roman, 1.5 line spacing
- **Section Numbering:** e.g., 2.1, 2.2; Subsection: 2.1.1, 2.1.2

**Figures:**

- Caption below the figure, centered, *Italic*, Font Size 12
- Numbered as: *Figure 2.1, Figure 2.2, etc.*

**Tables:**

- Caption above the table, centered, Font Size 12
- Numbered as: Table 2.1, Table 2.2, etc.

#### 4. Report Length & Document Formatting

- **Total Pages:** 60–70 (excluding annexures)
- **Page Numbering:** (Arabic numerals from Executive Summary onward)
- **Report Page Sequence:**

#### 5. Binding

- **Number of Copies:** Minimum **TWO**
- **Binding Type:** Hardbound
- **Cover Color:** Black
- **Print Style:** Golden text on cover and spine (including title, student's name, college name, month and year)

#### Evaluation Criteria:

Component	Description	Marks	Passing (40%)
Internal Evaluation	Assessed by the faculty guide and departmental panel based on continuous evaluation, including topic clarity, methodology, literature review, draft quality, attendance, progress reviews, and academic discipline.	80 Marks	32 Marks
External Evaluation	Assessed by University-appointed external examiner through project report evaluation and viva-voce presentation. Includes written report quality, clarity of presentation, understanding of research, originality, relevance, and compliance with formatting guidelines.	120 Marks	48 Marks
	<b>Total</b>	<b>200 Marks</b>	

- Note: Failing to submit the project report or absence in viva = Fail in course

# **SEMESTER-IV**



**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 2025-26  
**SEMESTER: IV**



**Paper: MBA 611 Design Thinking and Innovation Management**

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

Required Lectures: 24 hours

**Course Description:**

This course equips students with practical tools and frameworks in design thinking and innovation. It emphasizes identifying market opportunities, designing innovative solutions, managing new product development, and protecting innovations through intellectual property rights.

**Course Objectives:**

- To introduce the principles, process, and mindset of design thinking for solving business problems.
- To develop clarity on innovation types, sources, tools, and strategic approaches.
- To explore innovation models and understand the role of intellectual property rights.
- To understand the process and creative aspects of new product development.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Understand design thinking principles and tools	<i>Understand</i>
CO2	Apply innovation tools to identify and develop strategies	<i>Apply</i>
CO3	Analyze innovation models and the role of IPR	<i>Analyze</i>
CO4	Design a new product development process using key factors	<i>Create</i>

**Course Assessment & Evaluation Criteria:**

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>

**Unit 1: Design Thinking**

(06)

- 1.1 Emergence and Basics of design thinking
- 1.2 Principles and Process of Design Thinking.
- 1.3 Personality Profile of Design Thinker, Design Thinking Cultures, Ten Tools for Design Thinking
- 1.4 Business Challenges and Design Thinking Solutions: Storytelling, Strategic Foresight, Sensing, Value Redefinition, Experience Design, Humanization, Prototyping, Business Model Design

**Unit 2: Innovation Function & Innovation Opportunity**

(08)

- 2.1 Concept, Characteristics, Sources, Types, Levels of Innovation
- 2.2 Evolution of innovation management, Effective innovation management
- 2.3 Performance evaluation, Innovation behavior

- 2.4 Opportunity identification tools, Opportunity analytical tools, Forecasting tools
- 2.5 Strategizing Innovation - Innovation as strategy component
- 2.6 Developing innovation strategy, Market standing based strategies, Environment based strategies

### **Unit 3: Open Innovation Framework (06)**

- 3.1 Inbound innovation (Outside-in approach),
- 3.2 Outbound innovation (Inside –out approach),
- 3.3 Closed Innovation Approach, Open innovation approach
- 3.4 Safeguarding innovation
- 3.5 Concept of IPR, Benefits from patents.

### **Unit 4: New Product Development (04)**

- 4.1 External Factors Affecting NPD, Internal factors affecting NPD
- 4.2 The Process of New Product Development,
- 4.3 Types of NPD Outsourcing, Motivation to creativity

## **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 Coiilns
5. DESIGN THINKING 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- JamshidGharajedaghi –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&SudhanshuBhushan Oxford publications.
10. Innovation Management and New Product Development ByTrott – Pearson
11. [https://onlinecourses.nptel.ac.in/noc25\\_mg106/preview](https://onlinecourses.nptel.ac.in/noc25_mg106/preview)
12. [https://onlinecourses.swayam2.ac.in/imb25\\_mg116/preview](https://onlinecourses.swayam2.ac.in/imb25_mg116/preview)
13. [https://onlinecourses.nptel.ac.in/noc25\\_mg106/preview](https://onlinecourses.nptel.ac.in/noc25_mg106/preview)





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 2025-26

SEMESTER: IV

Paper: MBA 612 Indian Commercial Law

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

Required Lectures: 24 hours



### Course Description

This course introduces students to the fundamental aspects of Indian business laws, including the Consumer Protection Act, Right to Information Act, Companies Act, and the Information Technology Act. It aims to develop legal awareness related to consumer rights, corporate structure, digital transactions, and public transparency. The course also includes case studies to help students apply legal knowledge to real-world business scenarios.

### Course Objectives:

- To provide knowledge about consumer rights, redressal systems, and the importance of transparency laws.
- To understand the legal process of company formation, management, and winding up.
- To explore key provisions of cyber laws and digital signatures under the IT Act.
- To apply legal concepts to business decisions through case-based analysis.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO 1	<b>Explain</b> the provisions and importance of the Consumer Protection and RTI Acts	<i>Understand</i>
CO 2	<b>Understand</b> the process of company incorporation, governance, and winding up	<i>Understand</i>
CO 3	<b>Analyze</b> the key components of the IT Act related to digital signatures and e-records	<i>Analyze</i>
CO 4	<b>Apply</b> legal understanding to analyze case studies in commercial law contexts	<i>Apply</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>

**Unit – I Consumer Protection and RTI Act****Consumer protection Act, 1986****(06)**

- 1.1. Definition: Appropriate laboratory, complainant, complaint, consumer, consumer dispute.
- 1.2. Who is consumer and Who can make a complaint
- 1.3. Unfair Trade practices and Restrictive Trade Practices
- 1.4. Medical services and the consumer protection Act, 1986
- 1.5. Consumer Protection Councils and Redressal Agencies
- 1.6 Central Consumer Protection Authority (CCPA), Mediation, Simplified Dispute Resolution Process
- 1.7 Rules on e-commerce and direct selling
- 1.8 Overview of Consumer Protection Act 2019

**Right to Information Act 2005**

- 1.9 Concepts: Citizen, Information, Public Authority
- 1.10 Enforcement, Penalties, and Rights of Third Parties

**Unit – II The Company Law – Companies Act 2013****(06)**

- 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. Shares, Share Capital, Debentures
- 2.3. MOA & AOA: - Meaning & Content
- 2.4 Management & Administration
  - 2.4.1. Directors: - Types, Duties & Liability
  - 2.4.2. Corporate Social Responsibility
- 2.5 Winding up of the company & its types

**Unit – III Cyber laws – Information Technology Act 2000****(06)**

- 3.1. Objectives & scheme of the IT Act 2000
- 3.2. Digital signature – Meaning, Authentication, Key pairs
- 3.3. Electronic Governance –
  - 3.3.1. Legal recognition of electronic records & digital signature
  - 3.3.2. Definitions of – Information, electronic form, Computer, Computer network, Computer resources, Computer system, Data & functions.

**Unit – IV Case studies in Indian commercial laws – Typical case based on above topics only****(06)****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



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(NAAC Reaccredited 'A' Grade University)

**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: IV**

**Paper: MBA 613 Management Information System**

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

Required Lectures: 24 hours



### Course Description

This course offers a comprehensive understanding of Management Information Systems (MIS) and its role in improving managerial decision-making. It covers the fundamentals of information systems, their components, classifications, and types. The course explores system development processes including SDLC and emerging trends such as data mining, artificial intelligence and blockchain. It also highlights the strategic use of MIS in enterprise systems like ERP, BPR, and applications in functional areas.

### Course Objectives:

- To explain the fundamental concepts, types, and components of Management Information Systems (MIS).
- To analyze the MIS development process, including SDLC, requirement specifications, and quality management.
- To explore emerging MIS trends such as AI, data mining, cloud computing, big data, and blockchain.
- To evaluate the role of MIS in ERP systems, Business Process Reengineering, and functional areas like HR and inventory.

### Course Outcomes:

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

CO No.	CO	Cognitive
CO1	Define and classify various information systems and MIS components.	<i>Understand</i>
CO2	Explain the MIS development process, including SDLC and SRS.	<i>Understand</i>
CO3	Analyze emerging MIS trends like AI, Big Data, and Blockchain.	<i>Analyze</i>
CO4	Evaluate ERP systems, lifecycle, and business process reengineering.	<i>Evaluate</i>

### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>

<b>Unit 1: Fundamentals of Management Information System</b>	<b>(05)</b>
1.1 Information Systems: Definition, Components, and Classification of Information Systems	
1.2 Management Information Systems (MIS): Definition, Scope, Objectives, Characteristics, Benefits, and Limitations	
1.3 Types of MIS (TPS, MIS, DSS, ESS, SCM, CRM, KMS)	
1.4 Factors contributing to the Success & Failure of MIS	
<b>Unit 2: Development Process of Management Information System</b>	<b>(06)</b>
2.1 System Development Fundamentals: Introduction, Need for System Analysis	
2.2 System Development Life Cycle (SDLC): Principles and Phases	
2.3 System Requirements Specification (SRS): Characteristics and Structure	
2.4 Quality Management in MIS	
2.5 Barriers to Successful MIS Development	
<b>Unit 3: Emerging Technologies in MIS</b>	<b>(05)</b>
3.1 Data Mining: Definition, Types, Advantages, Applications, and Challenges	
3.2 Cloud Computing: Meaning, Characteristics, Types (Public, Private, Hybrid, Community), And Service Models (IaaS, PaaS and SaaS)	
3.3 Artificial Intelligence (AI): Introduction, Types (Narrow, General, Super AI), and Applications in MIS	
3.4 Big Data: Meaning, Uses, Benefits, Challenges, Operational vs. Analytical	
3.5 Blockchain-Definition, Features, Types and Applications in MIS	
<b>Unit 4: Enterprise Resource Planning</b>	<b>(08)</b>
4.1 ERP Systems: Concept, Features, and Benefits of ERP	
4.2 ERP Implementation Lifecycle, ERP Vendor Selection, Factors for Successful Implementation	
4.3 Business Process Reengineering (BPR): Concept, Advantages, Disadvantages	
4.4 Applications of MIS in Key Functional Areas:	
4.4.1 Human Resource Information Systems (HRIS)	
4.4.2 Inventory Information Systems	
4.4.3 Knowledge-Based Expert Systems	

## REFERENCE BOOKS

1. Management Information Systems (10th Ed.) – James A. O'Brien & George Marakas – McGraw-Hill
2. Management Information Systems (13th Ed.) – W.S. Jawadekar – Tata McGraw-
3. Management Information Systems: Conceptual Foundations, Structure, and Development (2nd Ed.) – Gordon B. Davis – McGraw-
4. Business Process Reengineering – K. Shridhara Bhatt – Himalaya Publishing House
5. Management Information Systems – C.S.V. Murthy – Himalaya Publishing House
6. E-Commerce: Concepts, Models, Strategies – C.S.V. Murthy – Himalaya Publishing house



# 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 2025-26

### SEMESTER: IV

#### Paper: MBA 614 Project Management

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

Required Lectures: 24 hours



#### Course Description

This course introduces students to the fundamental principles and practices of project management. It covers the complete project life cycle—from initiation to closure—focusing on scope, time, cost, quality, risk, and stakeholder management. Students will learn to apply traditional and modern tools, including Agile methods and emerging technologies such as AI, IoT, and Blockchain. The course also emphasizes ethical decision-making, and project governance, preparing students to manage projects effectively across diverse industries.

#### Course Objectives:

1. To explain the core principles, characteristics, and life cycle of projects and project management.
2. To develop planning skills in scope, time, and cost using standard tools and techniques.
3. To apply analytical methods for project selection, monitoring, risk, and quality management.
4. To introduce modern methodologies and emphasize ethics, governance, and sustainability in projects.

#### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Explain types of projects, life cycle models, and organizational structures.	<i>Remember</i>
CO2	Apply tools for planning project scope, time, and cost.	<i>Apply</i>
CO3	Analyze performance using KPIs, EVM, and suggest risk and quality measures.	<i>Analyze</i>
CO4	Describe closure processes, governance, ethics, and emerging technologies.	<i>Understand</i>

#### Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation & Other Assessment	10%	05
Internal Test	30%	15
External Exam	60%	30
<b>Total Marks</b>		<b>50</b>

#### Unit 1: Fundamentals of Project Management

(06)

- 1.1 Definition, Nature, and Characteristics of Projects
- 1.2 Classification of Projects (by Industry, Complexity, Purpose)
- 1.3 Project Life Cycle Models – Predictive, Adaptive, Hybrid
- 1.4 Roles and Responsibilities of a Project Manager

- 1.5 Project Organizational Structures – Functional, Matrix, Projectized
- 1.6 Project Selection Techniques – Financial (NPV, IRR, Payback), Non-Financial (Scoring Models)

**Unit 2: Project Planning – Scope, Time, and Cost (08)**

- 2.1 Scope Management – Scope definition, Work Breakdown Structure (WBS), Scope verification and control
- 2.2 Time Management – Activity sequencing, duration estimation, CPM, PERT, Gantt and Milestone Charts
- 2.3 Cost Estimation – Analogous, Bottom-up, and Parametric methods
- 2.4 Budgeting and Cost Control – Budget development, cost baseline, and forecasting
- 2.5 Network Optimization – Float analysis and schedule crashing techniques

**Unit 3: Execution, Monitoring, Risk and Quality Management (06)**

- 3.1 Project Execution – Managing teams and stakeholders, communication planning, conflict resolution
- 3.2 Project Monitoring & Control – Key Performance Indicators (KPIs), Earned Value Management (EVM), Cost & Schedule Variance
- 3.3 Risk Management – Risk identification, qualitative and quantitative analysis, mitigation strategies

**Unit 4: Project Closure, Governance, and Emerging Trends (04)**

- 4.1 Project Closure – Administrative and Contract Closure, Final Report, Lessons Learned.
- 4.2 Project Governance and Ethical – Governance Frameworks (PMBOK, PRINCE2 Frameworks), Ethical Decision Making, CSR in Projects.
- 4.3 Contemporary Trends – Agile (Scrum, Kanban), AI, IoT, Blockchain in Project Management

**REFERENCE BOOKS**

1. Project Management (7th Edition) – Gray, C.F. & Larson, E.W. – Tata McGraw-Hill – ISBN: 978-1259666094
2. Project Management – Vasant Desai – Himalaya Publishing – ISBN: 978-9351420378
3. Project Management for Business and Engineering – Dr. S.M.Randhir & Dr. K. Kharade – Nirali Prakashan
4. Project Management – V. Panneerselvam & P. Senthilkumar – PHI Learning
5. Project Management: A Managerial Approach (9th Edition) – J.R. Meredith & J.K. Pinto – Wiley India – ISBN: 978-1118945834
6. Principles of Project Management – Jack R. Meredith, Jr. Mantel, Samuel J. Scott M. Shafer – John Wiley & Sons Inc– ISBN: 978-1118945834
7. Fundamentals of Project Management (5th Edition) – by Heagney– Amacom– ISBN: 978-0814437360



# 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 2025-26

### SEMESTER: IV

#### Paper: MBA 615 A – International Financial Management

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

Required Lectures: 48 hours



### Course Description

This course provides an overview of financial management in a global context. It covers international financial systems, exchange rate mechanisms, forex risk, global payment systems, and international accounting. Students will also explore foreign trade financing, financial technologies like blockchain, the role of global institutions, and the Balance of Payments, preparing them for cross-border financial decisions.

### Course Objectives:

- To provide a foundational understanding of international financial systems, institutions, and the global financial environment.
- To explain foreign exchange markets, exchange rate mechanisms, and risk exposure management.
- To develop knowledge of international accounting standards, global payment systems, and foreign trade financing.
- To analyze the Balance of Payments and the role of global financial institutions in international finance.

### Course Outcomes:

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

CO No.	CO	Cognitive level
CO 1	Describe the scope and goals of international financial management	<i>Remember</i>
CO 2	Explain forex markets, exchange rate theories, and risk exposures	<i>Understand</i>
CO 3	Apply IFRS, Ind-AS, and transfer pricing concepts in global contexts	<i>Apply</i>
CO 4	Analyze foreign trade financing and global payment systems	<i>Analyze</i>
CO 5	Evaluate the roles of IMF, World Bank, and other global financial institutions	<i>Evaluate</i>
CO 6	Analyze Balance of Payments and its macroeconomic implications	<i>Analyze</i>

### Course Assessment & Evaluation Criteria:

Components	Weight	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	5
Presentation (assign topics & posters) & Classroom writing Skill	5%	5
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		<b>100</b>

**Unit 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

**Unit 2: Foreign Exchange Market and Exchange Rate** (12)

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

**Unit 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

**Unit 4: Financing Foreign Operations** (10)

- 4.1 Financing of foreign trade
  - 4.1.1 Documentation, Modes of Payment, Methods of Financing
  - 4.1.2 Recent amendments in EXIM policy
- 4.2 International Transaction Mechanism
  - 4.2.1 Nostro, Vostro and Loro Account
  - 4.2.2 Global Payment Systems - SWIFT, CHIPS, CHAPS, TT, Digital Finance, and Cyber Risk Management
- 4.3 Eurocurrency Market -
  - 4.3.1 Characteristics, Instruments & Rate of Eurocurrency Market
  - 4.3.2 Domestic Issues Vs. Euro Issues
- 4.5 Depository Receipts – ADR and GDR"
- 4.6 Cryptocurrencies and CBDCs, Block chain in Trade Finance

**Unit 5: International Monetary System** (06)

- 5.1. Establishment of International Monetary Fund (IMF)
- 5.2 Constitution, Role & Responsibility of IMF
- 5.3 Role of World Bank, BIS, and G20
- 5.3 Funding facilities, International liquidity
- 5.4 Special Drawing Rights (SDR)



## **Unit 6: Balance of Payment**

**(08)**

- 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, Absorption Approach, General Equilibrium approach
- 6.5. Balance of Payment Vs Exchange Rate
- 6.6. Balance of Payment and Money Supply

### **REFERENCE BOOKS**

1. International Finance Management by MadhuVij – 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 ThumuluriSiddaiah (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



**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 2025-26

**SEMESTER: IV**

**Paper: MBA 616-A Financial Derivative**

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

Required Lectures: 48 hours



### Course Description:

This course introduces key concepts of financial derivatives including forwards, futures, options, and swaps. It covers trading, clearing, and settlement mechanisms, hedging strategies, and emerging trends like crypto derivatives and algorithmic trading. Students will learn how derivatives are used to manage financial risk in dynamic markets.

### Course Objectives:

1. To understand the fundamental concepts and evolution of financial derivatives.
2. To explore various derivative instruments and their use in hedging and speculation.
3. To explain the trading, clearing, and settlement mechanisms in derivatives markets.
4. To analyze option pricing, trading strategies, and the use of Option Greeks.
5. To introduce swaps and familiarize students with emerging trends like AI, algorithmic trading, and crypto derivatives.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO 1	Describe basic concepts and instruments in the derivatives market	<i>Remember</i>
CO 2	Explain features and strategies using forwards and futures	<i>Understand</i>
CO 3	Analyze option pricing, types, and trading strategies	<i>Analyze</i>
CO 4	Explain trading mechanisms and algorithmic trading in derivatives	<i>Understand</i>
CO 5	Describe clearing, settlement, and margining processes	<i>Remember</i>
CO 6	Evaluate different types of swaps and their role in risk management	<i>Evaluate</i>

### Course Assessment & Evaluation Criteria:

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

**Unit 1: Basics of Derivatives** (08)

- 1.1 Financial Derivatives – Definition and Meaning
- 1.2 Evolution of Derivatives Market: Global & Indian context
- 1.3 Types of Derivatives – Forwards, Futures, Options, Swaps, Uses and Critiques of Derivatives
- 1.5 Participants in Derivatives Market
- 1.6 Recent Developments: Crypto Derivatives, ESG-linked derivatives

**Unit 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 AI and Data Analytics in Futures Trading

**Unit 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

**Unit 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

**Unit 5: Futures and Option clearing and settlement** (04)

- 5.1 Clearing Members
- 5.2 Clearing Mechanism Settlement Mechanism
- 5.3 Role of Clearing Corporations: NSCCL, ICCL
- 5.4 Risk Management
- 5.5 Margining and Mark to Market under SPAN

**Unit 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, SankarshanBasu – Pearson Educations Publishers
4. Derivatives And Risk Management – JayanthVerma- 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 2025-26

**SEMESTER: IV**

**Paper: MBA 617 A – Case Studies in Financial Management**

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

Required Lectures: 48 hours



**Course Description**

This course focuses on applying financial concepts through real-life and analytical case studies in areas such as capital budgeting, working capital, dividend decisions, and cost analysis. It aims to bridge the gap between theory and practice, enabling students to critically assess financial scenarios, perform computations, and make informed decisions using tools like ratio analysis, marginal costing, EOQ models, and cash/funds flow statements.

**Course Objectives:**

- To provide conceptual clarity on core financial management areas through applied case scenarios.
- To develop analytical skills in evaluating capital budgeting decisions, working capital needs, and cost structures.
- To enable students to interpret and use financial ratios, cash flow statements, and cost of capital effectively.
- To enhance decision-making abilities using integrated problems in inventory, leverage, and capital structure.
- To explore practical approaches to receivables and dividend policy management through structured cases.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	<b>Solve</b> and analyze capital budgeting and marginal costing case scenarios	<i>Apply</i>
CO2	<b>Interpret</b> financial ratios and evaluate company performance through ratio analysis	<i>Analyze</i>
CO3	<b>Determine</b> optimal working capital and receivables policies in business cases	<i>Apply</i>
CO4	<b>Assess</b> dividend policies and capital structure decisions in applied cases	<i>Evaluate</i>
CO5	<b>Apply</b> EOQ models and inventory cost techniques to interrelated problems	<i>Apply</i>
CO6	<b>Prepare</b> and interpret cash flow and funds flow statements in varied business contexts	<i>Analyze</i>

**Course Assessment & Evaluation Criteria:**

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

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****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, KitabMahal Publication
4. Case study in Financial Management, R. M. Kishore, Taxmann Publication



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: IV**

**Paper: MBA 615 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 in-depth exploration of the international marketing landscape, equipping students with the knowledge and skills required to navigate the complexities of global markets. It covers the analysis of international marketing environments, strategic market entry modes, and the development of effective global marketing strategies including product adaptation, pricing, promotion, and distribution. The course also emphasizes export management procedures, documentation, and compliance with international trade regulations. Through this, students will develop the ability to manage cross-cultural challenges and leverage global opportunities for sustainable business growth.

### **Course Objectives:**

- To build a strong foundation in the principles and concepts of international marketing and understand the dynamic global business environment.
- To develop analytical skills for assessing international market opportunities, challenges, and competitive strategies.
- To apply marketing frameworks to design effective global product, pricing, promotion, and distribution strategies that accommodate cultural, economic, and legal differences.
- To gain practical knowledge of export management including documentation, payment mechanisms, and trade policies.
- To enhance decision-making capabilities regarding international market entry, logistics, and global supply chain management.
- To foster cross-cultural awareness and communication skills critical for successful international marketing.

### **Course Outcomes:**

<b>CO No.</b>	<b>CO</b>	<b>Cognitive Level</b>
CO1	Understand internal and external factors influencing international marketing and compare various international market entry modes and strategies.	<i>Understand</i>
CO2	Analyze global product positioning, adaptation, and manage international branding, packaging, and labeling strategies.	<i>Analyze/Create</i>
CO3	Explain factors influencing international pricing decisions and apply diverse pricing methods in global markets.	<i>Analyze/Apply</i>
CO4	Evaluate the role of export promotion organizations, trade fairs, and cultural challenges in international marketing communication.	<i>Evaluate</i>
CO5	Recall functional excellence in distribution planning and make informed international logistics management decisions.	<i>Remember</i>
CO6	Apply export procedures in compliance with global practices and evaluate India's EXIM policy's impact on international business.	<i>Apply/Evaluate</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Introduction to International Marketing (08)**

- 1.1 International Market: Meaning, Expansion, Growing Attractiveness
- 1.2 International Marketing: Meaning, Need, Significance, Participants, Motives, Problems
- 1.3 International Orientation & Stages
- 1.4 Scope of Marketing Indian Products Abroad
- 1.5 International market orientation- EPRG frame-work;
- 1.6 International Marketing Environment:
  - 1.6.1 Internal, External, Domestic, Economic, Social, Cultural, Demographic, Technological, Political & Legal
  - 1.6.2. International Trading Environment
  - 1.6.3. Trading Blocs
- 1.7 International Market Entry Strategies & Modes

**Unit 2: International Product Strategy (08)**

- 2.1 Levels & Hierarchy of product, Product-line analysis, Product design Strategy
- 2.2 Product Life Cycle Management,
- 2.3 New Product Development, Product Positioning & Product Adoption, Repositioning Strategies
- 2.4 Product planning Matrix, Dimensions of Product Strategies
- 2.5 Product planning for global markets;
- 2.6 Standardization v/s Product adaptation;
- 2.7 Management of international brands: Brand Drivers
- 2.8 Packaging and labeling

**Unit 3: International Pricing (08)**

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

**Unit 4: International Promotions (08)**

- 4.1 Promotion Decisions: Complexities and issues; International advertising
- 4.2 Marketing Environment & Promotional Strategies



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

**Unit 5: International Distribution (08)**

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

**Unit 6: Export Management (08)**

- 6.1 Managing Export Decisions
- 6.2 Export Contract: INCO Terms
- 6.3 Export procedure & Documentation, Certificate of Origin, Modes of payments- LOC, Forfeiting agents, Cross Border Factoring, Bankers Acceptance (BA), Counter Trade
- 6.4 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 by Albaum - 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 McGrahil



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA 616 B- Retail Management and Digital Marketing

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

Required Lectures: 48 hours



### Course Description:

The multifaceted business that aims to optimized store, Operation, maximize sales and ultimately drive profitability is recognized as retail management.

This stream evaluates brands and connects with potential customers using the internet and other Digital Communication channels, like website, social media, and Mobile Apps.

### Course Objectives:

1. Retail management equips students with the knowledge and skill to effectively manage retail business both online and physical stores.
2. To maximize sales and profit while in ensuring customers satisfaction and a positive shopping experience.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Explain the basics of retail management and factors influencing retail consumer.	<i>Understand</i>
CO2	Discuss the merchandise management, category management, retail pricing strategies and visual merchandizing.	<i>Understand</i>
CO3	Use basic aspects of store site selection, store design and supply chain management.	<i>Apply</i>
CO4	Analyze different strokes in retail sectors.	<i>Analyze</i>
CO5	Assess various Concepts related to Digital Marketing	<i>Evaluate</i>
CO6	Explain the different models of E-tailing Business and Marketing Communication.	<i>Understand</i>

### Course Assessment & Evaluation Criteria:

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

## **Unit 1: Overview of Retail Management (08)**

- 1.1 Retail and Retail Management: Introduction, Objectives, Role function, Types of Retailing,
- 1.2 Benefits of Retailing, Evaluation of Retailing
- 1.3 Retail in India: Element influencing Retail management, Aspect of FDI, Economic growth and Global Scenario, Confront face by Indian retail industry.
- 1.4 Steps / Elements of a retail strategy: The wheel of retailing, Scrambled merchandising, The Retail Life Cycle
- 1.5 Retail Consumer: Factors influencing the retail industry, Psychologically, Personally, Cultural, Socially

## **Unit 2: Merchandise Management and Visual Merchandizing (08)**

- 2.1 Merchandise Management
  - 2.1.1 Devising merchandise plans and Category Management
  - 2.1.2 Retail Pricing- Elements, Determining the price, policies/strategies, Mark-up /Mark-down price,
  - 2.1.3 Merchandise Planning Systems- Open-To-Buy System, Allocating Merchandise to store.
  - 2.1.4 Evaluating merchandise performance
- 2.2 Visual Merchandizing
  - 2.2.1 Importance and elements of Visual Merchandizing
  - 2.2.2 The use of Planograms and Product Positioning

## **Unit 3: Store Management and Supply Chain Management (08)**

- 3.1 Store Management
  - 3.1.1 Introduction, Function, Objectives, Signage and Graphics
  - 3.1.2 Space Management- Space Allocated to Merchandise Categories
  - 3.1.3 Store site selection and types
- 3.2 Supply Chain Management (SCM)
  - 3.2.1 Concept of Supply Chain Management
  - 3.2.2 Factor affecting Supply Chain Management
  - 3.2.3 Issues involved in SCM
  - 3.2.4 Supply Chain Integration
  - 3.2.5 Innovation in SCM - VMI , Cross Docking
  - 3.2.6 Retail Logistics

## **Unit 4: Different Strokes in retail Sectors (06)**

- 4.1 Retail marketing software- cloud based POS solution for multi-location retailers.
- 4.2 Exhibitions and campaigning.
- 4.3 Entertainment zones @retail sectors- e.g. mini-theatre, magician Art work, gaming, amphitheater, live performance.
- 4.4 Unorganized retailing: Food e.g. Food truck and Food stations, Road side vendors e.g. (banana wafers, Tea stalls/sellers, Poha-Misal-Vada Paav etc., Fruit and Vegetable vendors etc.), Local Kirana shops (nukkad), local restaurants, Cloth – Sale , hawkers zone (fashion streets)

## **Unit 5: Digital Marketing and its Role in Global Context (10)**

- 5.1 Concept of Digital Marketing. Role and importance of Digital Marketing.
- 5.2 Digital Marketing Vs Traditional Marketing. Digital Marketing Process. E-commerce and its impact on Digital marketing.

- 5.3 Current global trends. Digital Marketing Environment. Microenvironment and its elements, Microenvironment in India. PESTEL Analysis.
- 5.4 National and Global Factors. Role of Cyber Policy. Role of Digital Commerce Policy. Global Perspective of Digital Marketing.

## **Unit 6: E-tailing**

**(08)**

- 6.1 The online retail sector of India
- 6.2 E-tailing Business Models-Virtual Merchants, Brick-and-Clicks, Catalog Merchants, Manufacturer- Direct
- 6.3 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
- 6.4 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- Prof. Seema Gupta, Mc Graw Hill
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. Youri Sawerschel- Founder of Creative Supply & Visiting Lecturer at EHL, © 2022 EHL Hospitality Business School, Switzerland, all rights reserved.  
<https://hospitalityinsights.ehl.edu/retail-andhospitality-convergence>,
8. Unorganized retail shopping experience in India: an empirical investigation- Pacific Business Review international- volume 5 issue 7 (January 2013)
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-entertainmentzones/articleshow/3397605.cms?utm\\_source=whatsapp\\_pwa&utm\\_medium=social&utm\\_campaign=socialsharebuttons&from=mdr](https://economictimes.indiatimes.com/companies/mall-developers-turn-to-entertainmentzones/articleshow/3397605.cms?utm_source=whatsapp_pwa&utm_medium=social&utm_campaign=socialsharebuttons&from=mdr)
11. E-Marketing- Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall
12. Internet Marketing – Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education.



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**FACULTY OF COMMERCE & MANAGEMENT**

**New Syllabus: M.B.A. w.e.f. AY 2025-26**

**SEMESTER: IV**

**Paper: MBA 617 B Case Studies in Marketing**

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

**Required Lectures: 48 hours**



### **Course Description:**

This course is designed to develop students' analytical thinking and decision-making skills through real-world marketing case studies. It emphasizes the application of marketing theories, frameworks, and strategies in diverse and dynamic business scenarios. Students will engage in critical analysis of cases involving product decisions, pricing, branding, distribution, digital marketing, customer relationship management, and global marketing strategies. The course cultivates practical marketing insights by encouraging discussions, presentations, and written analysis of cases drawn from different sectors and markets.

### **Course Objectives:**

- To bridge the gap between marketing theory and real-world practice through case-based learning.
- To develop the ability to critically analyze complex marketing situations and make data-driven decisions.
- To expose students to a wide range of marketing issues across industries and geographies.
- To strengthen skills in strategic marketing thinking, consumer behavior analysis, and integrated marketing planning.
- To enhance communication, teamwork, and problem-solving capabilities by working on case presentations and group discussions.
- To cultivate an ethical and customer-centric approach to marketing decisions.

### **Course Outcomes:**

<b>CO No.</b>	<b>CO</b>	<b>Cognitive Level</b>
CO1	Understand key marketing concepts and their application in real-world business contexts through case analysis.	<i>Understand</i>
CO2	Analyze complex marketing problems related to product, pricing, promotion, and distribution strategies.	<i>Analyze</i>
CO3	Apply relevant marketing models and frameworks to evaluate alternative strategies in varied market situations.	<i>Apply</i>
CO4	Evaluate marketing decisions in the context of branding, consumer behavior, digital marketing, and CRM.	<i>Evaluate</i>
CO5	Develop creative and practical marketing solutions using structured problem-solving approaches.	<i>Create</i>
CO6	Demonstrate collaborative and communication skills through group case discussions and presentations.	<i>Apply</i>

**Course Assessment & Evaluation Criteria:**

<b>Components</b>	<b>Weight</b>	<b>Per Course Marks</b>
Class Participation and Home Assignments (It can be weekly)	5%	5
Presentation of given case	5%	5
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		100

The student has to select and discuss the case studies related to paper no 514 and respective specialization papers no 604B, 605B, 606B, 615B, 616B, 617B, 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 2025-26  
**SEMESTER: IV**



**Paper: MBA 615 C Performance and Compensation Management**

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

Required Lectures: 48 hours

**Course Description:**

This course provides a strategic overview of performance management to improve individual, team, and organizational effectiveness. It covers performance measurement, competency management, compensation, and payroll, with a focus on aligning performance with organizational goals.

**Course Objectives:**

1. To understand the concept, purpose, and factors influencing performance management.
2. To describe the stages and flow of the performance management cycle.
3. To examine team performance, challenges, and improvement strategies.
4. To analyze compensation structures and job evaluation methods.
5. To evaluate wage and salary administration in the Indian context.
6. To apply concepts of incentives, fringe benefits, and payroll systems.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Define key concepts of performance and competency management.	<i>Remember</i>
CO2	Describe the performance management cycle and its stages.	<i>Understand</i>
CO3	Identify strategies to enhance team performance.	<i>Apply</i>
CO4	Explain the process and factors affecting compensation management.	<i>Understand</i>
CO5	Analyze wage and salary administration practices in India.	<i>Analyze</i>
CO6	Illustrate incentive plans, fringe benefits, and payroll systems.	<i>Apply</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit-1: Introduction to Performance Management** (10)

- 1.1 Meaning, Definition, and Purpose of Performance Management
- 1.2 Standards of Performance and Guidelines for Setting Performance Standards
- 1.3 Determinants of Performance
- 1.4 Approaches to Measuring Performance
- 1.5 Characteristics of an Ideal Performance Management System
- 1.6 Concept of Competency Management and Types of Competencies

**Unit 2: Performance Management Process** (06)

- 2.1 Overview of and Characteristics Performance Management System
- 2.2 Stages in the Performance Management Cycle:
  - 2.2.1 Performance Planning
  - 2.2.2 Performance Execution
  - 2.2.3 Performance Assessment
  - 2.2.4 Performance Review
  - 2.2.5 Renewal and Re-contracting

**Unit 3: Team Performance Management** (06)

- 3.1 Definition, Importance, and Need for Teams in Organizations
- 3.2 Types of Teams
- 3.3 Challenges in Managing Team Performance
- 3.4 Rewarding Team Performance
- 3.5 Techniques and Strategies for Enhancing Team Performance

**Unit 4: Compensation Management** (08)

- 4.1 Concept, Objectives, and Types of Compensation
- 4.2 Factors Affecting Employee Compensation
- 4.3 Compensation Management Process
- 4.4 Determining Compensation – Wage Mix
- 4.5 Job Evaluation: Concept, Objectives, Principles, and Techniques
- 4.6 Executive and Managerial Compensation

**Unit 5: Wages and Salary Administration** (08)

- 5.1 Definition, Concept, and Types of Wages
- 5.2 Objectives and Principles of Wage and Salary Administration
- 5.3 Key Elements in Wage and Salary Administration
- 5.4 Wage Determination Process
- 5.5 Methods of Wage Fixation
- 5.6 Wage Differentials
- 5.7 Components of Wage Structure in India



**6.1 Incentives****6.1.1 Meaning, Need, and Types of Incentive Plans****6.1.2 Individual and Group Incentive Schemes****6.2 Fringe Benefits****6.2.1 Meaning, Objectives, Need, and Types****6.2.2 Advantages and Disadvantages of Fringe Benefits****6.3 Payroll System****6.3.1 Payroll Procedures and Internal Controls****6.3.2 Payroll Deductions****6.3.3 Payment of Wages and Salary to Employees****REFERENCE BOOKS**

1. *Performance Management* – Kohli & Deb – Oxford University Press
2. *Performance Management* – Herman Aguinis – Pearson
3. *Compensation* (9e) – Milkovich, Newman & Venkata Ratnam – Tata McGraw Hill (SiE)
4. *Compensation Management* – Dipak Kumar Bhattacharya – Oxford University Press
5. *Compensation Management* – Kanchan Bhatia – Himalaya Publishing House
6. *Essentials of Human Resource Management* – P. Subba Rao – Himalaya Publishing House
7. *Human Resource Management* – Scott Snell & George Bohlander – Cengage Learning
8. *Human Resource Management* – Sharon Pande & Swapnalekha Basak – Pearson
9. *Human Resource Management* – Gary Dessler & Biju Varkkey – Pearson Prentice Hall
10. *Human Resource Management* – S.S. Khanka – S. Chand & Sons



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New Syllabus: M.B.A. w.e.f. AY 2025-26  
**SEMESTER: IV**



**Paper: MBA 616 C International Human Resource Management**

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

Required Lectures: 48 hours

**Course Description:**

This course offers a comprehensive overview of Human Resource Management in a global context. It covers key areas such as cross-cultural management, global staffing, international compensation, industrial relations, and repatriation. Emphasizing the impact of globalization, the course equips students with the knowledge and skills to manage HR challenges in multinational corporations and diverse cultural settings.

**Course Objectives:**

1. To introduce key concepts and frameworks of International HRM
2. To compare domestic and international HR practices in cultural and institutional contexts.
3. To examine global HR functions like recruitment, training, and compensation.
4. To explore expatriate management, repatriation, and international HR challenges.

**Course Outcomes:**

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

CO No.	CO	Cognitive level
CO1	Define key IHRM concepts and differentiate between domestic and international HRM.	<i>Remember</i>
CO2	Analyze how culture and social factors influence global HR decisions.	<i>Analyze</i>
CO3	Evaluate HR's role in joint ventures and cross-cultural management.	<i>Evaluate</i>
CO4	Apply global HR practices in recruitment, training, and compensation.	<i>Apply</i>
CO5	Understand global industrial relations and MNC workforce strategies.	<i>Understand</i>
CO6	Analyze repatriation challenges and strategies for returning employees.	<i>Analyze</i>

**Course Assessment & Evaluation Criteria:**

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

**Unit 1: Introduction to International Human Resource Management (IHRM) (08)**

- 1.1 Meaning & Definition of IHRM
- 1.2 Internationalization and HRM
- 1.3 Domestic vs. International HRM
- 1.4 Functional Positioning of IHRM
- 1.5 Organizational Context of IHRM
- 1.6 Barriers to Effective Global HRM

**Unit 2: Social and Cultural Context of IHRM (08)**

- 2.1 Culture & Cultural Sensitivity
- 2.2 Social Environment
- 2.3 Cultural Dimensions
- 2.4 Religions and Economic Implications
- 2.5 Multiculturalism and Managing Across Cultures
- 2.6 Cultural Predispositions

**Unit 3: International Joint Ventures (IJVs) (08)**

- 3.1 Mergers & Acquisitions: Nature, Motives & Extent
- 3.2 Role & Impact of Culture in International Joint Ventures (IJVs)
- 3.3 HRM Factors in International Joint Ventures
- 3.4 Methods of Overcoming Cultural & Other Problems in IJVs
- 3.5 Global Compensation: Objectives and Emerging Issues

**Unit 4: Human Resource Practices in International environment (08)**

- 4.1 International HR Planning and Global Division of Labor
- 4.2 International Recruitment & Selection
  - 4.2.1 Company and Individual Motives
  - 4.2.2 Recruitment Methods and Selection Techniques
- 4.3 Global Training and Development: Needs and Key Areas
- 4.4 International Compensation: Objectives and Influencing Factors
- 4.5 Women Expatriates and the Glass Ceiling

**Unit 5: International Industrial Relations (08)**

- 5.1 Key Issues in International Industrial Relations (IR)
- 5.2 Trade Unions & International IRs
- 5.3 IR Policy of MNCs
- 5.4 MNCs' Characteristics in Neutralizing the Power of Labor Unions
- 5.5 MNCs' Strategies towards International IR
- 5.6 Emerging Trends in International Industrial Relations

**Unit-6 Repatriation (08)**

- 6.1 Repatriation: Meaning & Process
- 6.2 Benefits from Returnees

6.3 Challenges of Re-entry: Individual and Organizational Perspective

6.4 Managing Repatriation

6.5 Tips for Successful Repatriation

## REFERENCE BOOKS

1. International Human Resource Management – *P. Subba Rao – Himalaya Publishing House*
2. International Human Resource Management – *Nilanjan Sengupta & Mousumi S. Bhattacharya – Excel Books*
3. International Human Resource Management – *Peter J. Dowling & Denice E. Welch – Cengage Learning*
4. International Human Resource Management – *K. Aswathappa & Sadhna Dash – McGraw Hill Education*
5. Introduction to International Human Resource Management – *Eileen Crawley, Stephen Swailes & David Walsh – Oxford University Press*
6. International Human Resource Management: Globalization, National Systems and Multinational Companies – *Tony Edwards & Chris Rees – Pearson Education*



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New Syllabus: M.B.A. w.e.f. AY 2025-26  
**SEMESTER: IV**



**Paper: MBA 617 C Case Studies in Human Resource Management**

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

Required Lectures: 48 hours

**Course Description:**

This course provides practical insights into Human Resource Management through real-life case studies across diverse industries. It focuses on applying HRM principles in areas such as recruitment, training, performance management, industrial relations, and global HR challenges. Emphasizing critical thinking and decision-making, the course prepares students to handle complex HR issues in dynamic organizational settings.

**Course Objectives**

1. To apply HRM theories and practices in analyzing real-world organizational case studies.
2. To evaluate employee relations and legal compliance through case-based scenarios.
3. To interpret strategic HR decisions and their impact using contemporary case studies.
4. To analyze compensation structures and performance systems in varied business contexts.
5. To assess global HRM challenges through international HR case examples.
6. To develop analytical, decision-making, and communication skills through structured HR case discussions.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Analyze HRM functions through real-world case scenarios.	<i>Analyze</i>
CO2	Evaluate industrial relations and labour welfare practices using case examples.	<i>Evaluate</i>
CO3	Apply strategic HRM concepts to business problems.	<i>Apply</i>
CO4	Examine international HRM issues in a global context.	<i>Analyze</i>
CO5	Assess compensation and performance management cases.	<i>Evaluate</i>
CO6	Formulate HR solutions for contemporary organizational challenges.	<i>Create</i>

**Course Assessment & Evaluation Criteria:**

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

As part of the MBA curriculum, students are required to select and discuss relevant case studies related to the following Courses:

- MBA 502: Organisation Behaviour
- MBA 513: Human Resource Management
- MBA 604C: Industrial Relations & Labour Welfare
- MBA 605C: Strategic Human Resource Management
- MBA 606C: Labour Laws
- MBA 615C: Performance and Compensation Management
- MBA 616C: International Human Resource Management

### **Steps to Solve Case Studies in Human Resource Management**

1. Facts / Summary
2. Problem Identification
3. Assumptions (if any)
4. Analysis of Problems.
5. Alternative Solutions
6. Best (Optimum) Solution
7. Action / Implementation Plan

### **REFERENCE BOOKS**

1. Case Studies in Human Resource Management – *Hargovind Kakkar – I K International Publishing House Pvt. Ltd.*
2. Future of Human Resource Management: Case Studies with Strategic Approach – *Raman Preet – Kindle Edition*
3. Human Resource Management: Text and Case Studies – *Narayanappa – Scitech Publications (India) Pvt. Ltd.*
4. Case Studies in Modern Human Resource Management – *R.K. Mishra & A. Sridhar Raj*



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**SEMESTER: IV**



**Paper: MBA 615D Industrial & Productivity Management**

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

Required Lectures: 48 hours

**Course Description**

This course explores the concepts and practices of industrial engineering and productivity management. It introduces students to work and time study techniques, productivity measurement, waste management, ergonomics, and constraint management, equipping them with essential tools to enhance operational efficiency. Special emphasis is placed on the evolving Indian industrial landscape, the Theory of Constraints (TOC), and continuous productivity improvement practices in modern manufacturing and service sectors.

**Course Objectives:**

1. To Understand the structure and development of Indian industry.
2. To Study and apply work study and work measurement techniques for process optimization.
3. To be able to define the importance of productivity management in modern organization;
4. Identify and manage industrial waste, scrap, and surplus effectively.
5. Evaluate constraints and bottlenecks in industrial systems using TOC.
6. Develop long-term capacity and resource planning strategies.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Describe the evolution, structure, and policies affecting Indian industry	<i>Understand</i>
CO2	Apply work study techniques including method and motion studies	<i>Apply</i>
CO3	Conduct time studies and ergonomic analysis for work measurement	<i>Analyze</i>
CO4	Measure productivity and implement productivity improvement strategies	<i>Apply, Evaluate</i>
CO5	Manage industrial waste and scrap through control and disposal techniques	<i>Apply</i>
CO6	Analyze and resolve capacity and production constraints using TOC principles	<i>Analyze, Evaluate</i>

## Course Assessment & Evaluation Criteria:

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

### **Unit-1 Introduction to Industrial Engineering and Management (08)**

- 1.1 Evolution of Indian Industry
- 1.2 Stages of Scientific & Technological Revolution (Industry 1.0 to 4.0)
- 1.3 Growth of Indian Manufacturing Industry
- 1.4 New Industrial Policy
- 1.5 Major Areas of Indian Industry
- 1.6 Globalization and impact on Indian industry
- 1.7 Role of digital Manufacturing

### **Unit – II Work Study (08)**

- 2.1 Definition, concept, Scope, need and advantages of Work Study
- 2.2 Objectives and procedure of Method Study
- 2.3 Recording Techniques: Flow Process Chart, Operation Process Chart, Two-Handed Process Chart
- 2.4 Micro-motion study and Therbligs
- 2.5 SIMO Chart
- 2.6 Principles of motion economy
- 2.7 Integration of Work Study with Lean Manufacturing Principles

### **Unit – III Work Measurement and Ergonomics (08)**

- 3.1 Concepts of Work measurement and its objectives
- 3.2 Techniques and uses of work measurement
- 3.3 Time Study: Techniques and allowances
- 3.4 Methods of Timing and Rating
- 3.5 Work Sampling and its applications
- 3.6 Predetermined motion time & Systems (PMTS)
- 3.7 Method Time Measurement (MTM)
- 3.8 Work factor
- 3.9 Use of Motion Time Tables
- 3.10 Ergonomics: Importance, Applications in Workplace Design, Human-Machine Interface
- 3.11 Use of Software Tools for Work Measurement

### **Unit – IV Productivity Concepts and Improvement Strategies (08)**

- 4.1 Concept, Importance & Benefits of Productivity



- 4.2 Difference between Productivity & Production
- 4.3 Productivity Measurement Methods
- 4.4 Productivity Index and Benchmarking
- 4.5 Productivity improvement procedure and Techniques
- 4.6 Six lines of Attack to improve Productivity
- 4.7 Productivity & Standard of Livings
- 4.8 Role of Technology and Automation in Enhancing Productivity

**Unit – V Waste Scrap & Disposal Management (06)**

- 5.1 Types of Industrial Wastage & Cost of wastages
- 5.2 Causes and Prevention of resource wastage
- 5.3 Wastage control Programme and Salvage operation
- 5.4 Scrap Disposal Methods and Surplus handling and reverse Logistics
- 5.5 Green Manufacturing and Environmental Regulations (ISO 14001)

**Unit – VI Constraint Management (10)**

- 6.1 Concept of Constraints and Bottlenecks in Operations
- 6.2 Managing constraints across the organization
- 6.3 Theory of Constraints (TOC)
  - 6.3.1 Measuring capacity, utilization & Performance
  - 6.3.2 Principles of TOC
- 6.4 Product mix decisions using bottlenecks
- 6.5 Economies of scale and scope
- 6.6 Capacity planning strategies: Timing & Sizing
- 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
- 6.8 Capacity Planning under Uncertainty and Demand Fluctuations

**REFERENCE BOOKS:**

1. Industrial Engineering and Management, O. P. Khanna, Latest, Dhanpat Rai Publications 9788189928345
2. Industrial Engineering and Production Management by M. Mahajan, Dhanpat Rai and Sons.
3. Operations Management by Krajewski, Ritzman, Malhotra - Pearson
4. Production and Operations Management, R. Panneerselvam, 3rd Edition, PHI Learning, 9788120345551
5. Industrial and Business Management by Martand Telsang, S. Chand
6. Purchasing and Supply Management- Donald Dobler and David Burt-Tata McGraw Hill
7. Materials Management by P Gopalkrishnan and M Sundaresan- Tata McGraw Hill
8. Materials Management – Rajendra Mishra – Excel Bookss
9. Purchasing and Materials Management-NK Nair-Vikas
9. Operations & Materials Management by K. Shridhar Bhat –HPH



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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: IV**

**Paper: MBA 616D Global Supply Chain & Quality Management**

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

Required Lectures: 48 hours



### **Course Description-**

This course provides a practical overview of logistics and supply chain management, including planning, operations, IT integration, and strategic alliances. It also covers quality management approaches like ISO, Six Sigma, and Kaizen to enhance organizational performance.

### **Course Objectives: -**

- To develop critical understanding of logistics and supply chain functions and their strategic integration.
- To analyze the role of supply chain drivers in enhancing organizational value and competitiveness.
- To understand principles and tools of Total Quality Management for continuous improvement.
- To study the application of ISO standards, Six Sigma, and Kaizen in quality and performance management.

### **Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO 1	Analyze key functions and trends in logistics and supply chain management	<i>Apply</i>
CO 2	Understand the concept and impact of quality in business performance	<i>Understand</i>
CO 3	Design logistics networks with warehousing, transport, and packaging elements	<i>Analyze</i>
CO 4	Assess strategic logistics alliances and their impact on operational efficiency	<i>Evaluate</i>
CO 5	Apply ISO standards, Six Sigma, and Kaizen tools in quality improvement	<i>Apply</i>
CO 6	Assess the role of IT and logistics mix in supply chain competitiveness	<i>Analyze</i>

## Course Assessment & Evaluation Criteria:

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

### **Unit 1: Introduction to Supply Chain Management (08)**

- 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 2: 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 3: 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 4: Logistic Mix -I (08)**

- 1.1 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
- 1.2 Material Handling Systems
  - 4.2.1 Role of Material Handling
  - 4.2.2 Material Handling Guidelines
- 1.3 Material Storage Systems
  - 4.3.1 Storage Principles
  - 4.3.2 Benefits of Storage Design
  - 4.3.3 Storage Methods

## **Unit 5: Logistic Mix- II**

**(08)**

- 5.1 Transportation
  - 5.1.1 Transportation Infrastructure
  - 5.1.2 Freight Management
  - 5.1.3 Factors influencing Freight cost
  - 5.1.4 Transportation Network
  - 5.1.5 Route Planning
- 5.2 Logistical Packaging
  - 5.2.1 Consumer Vs Logistic Packaging
  - 5.2.2 Packaging as Unitization
  - 5.2.3 Design Considerations
  - 5.2.4 Packaging Materials

## **Unit 6: ISO series of Standards & Total Quality Management**

**(08)**

- 6.1 ISO 9000-2015 system
- 6.2 ISO 9001-2000 system
- 6.3 ISO 9004-2000 system
- 6.4 ISO 14000 Series
- 6.5 Japanese 5-S practice
- 6.6 Quality control circles
- 6.7 Six sigma:
  - 6.7.1 Concept, Six Sigma Terminology
  - 6.7.2 DMAIC Model
  - 6.7.3 Benefits and Costs of Six Sigma Management
  - 6.7.4 Six Sigma Roles and Responsibilities
- 6.8 Kaizen
  - 6.8.1 Concept
  - 6.8.2 Kaizen versus innovation
  - 6.8.3 Kaizen and Management
  - 6.8.4 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. Supply Chain Logistics Management - Donald Bowersox , David Closs, M. Bixby Cooper – Tata McGraw Hill
4. Logistics Management- Ganpathi& Nandi -Oxford University Press
5. Logistic Management by V.V.Sople- Pearson
6. Total Quality Management- Poornima Charantimath, Pearson Education



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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: IV

**Paper: MBA 617D: Case Studies in Production & Operations Management**

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

Required Lectures: 48 hours



### Course Description

Operations Management is concerned with the design, planning, and control of productive activities of any business. This course focuses on the application of operations management concepts through in-depth analysis of real-world and simulated case studies across manufacturing and service sectors. It helps students to critically evaluate operational challenges, recommend solutions, and develop decision-making capabilities in complex business environments. The course emphasizes the integration of lean systems, supply chain, quality, forecasting, capacity, inventory, quality management and technology management.

### Course Objectives:

1. To develop students' ability to analyze complex operational situations using real-life case studies
2. To Increase the understanding of what managers should and should not do in guiding a business to success.
3. To apply theoretical concepts in problem-solving and decision-making within operations management.
4. To identify strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action.
5. To enhance critical thinking, strategic evaluation, and collaboration through team-based learning.
6. To interpret quantitative and qualitative data to propose actionable operational strategies.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Understand real-life applications of operations management concepts in manufacturing and service industries.	<i>Understand</i>
CO2	Analyze operational problems related to capacity, inventory, scheduling, and quality using structured frameworks.	<i>Analyze</i>
CO3	Apply operations strategies and tools like lean, Six Sigma, and supply chain analytics to optimize performance.	<i>Apply</i>
CO4	Evaluate alternatives and recommend effective solutions to operational challenges using data-driven insights.	<i>Evaluate</i>
CO5	Design and present feasible improvement strategies based on case findings and operations best practices.	<i>Create</i>
CO6	Demonstrate teamwork and communication skills through collaborative case study discussions and presentations.	<i>Apply</i>

**Course Assessment & Evaluation Criteria:**

<b>Components</b>	<b>Weight</b>	<b>Per Course Marks</b>
Class Participation and Home Assignments (It can be weekly)	5%	5
Presentation on given case	5%	5
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		100

The student has to Select and discuss the case studies related to paper no. 505, and respective specialization papers no. 604D, 605D, 606D, 615D, 616D, 617D those will have impact on business decision making in each paper.



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SEMESTER: IV



**Paper: MBA 614E Web Designing using HTML, CSS & Java Script**

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 introduces the fundamentals of web development, focusing on creating structured, styled, and interactive web pages. Students will learn to build responsive websites using HTML, CSS, Bootstrap, and JavaScript. Emphasis is placed on both design principles and technical implementation to enhance user experience and functionality.

### Course Objectives:

1. To understand the structure and design elements of web pages using HTML.
2. To apply styling and layout techniques using CSS and Bootstrap for responsiveness.
3. To introduce dynamic functionalities through JavaScript.
4. To equip students with the skills to design and develop user-friendly, interactive websites.

### Course Outcomes:

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

CO No.	CO	Cognitive level
CO1	Describe the Web structure and basics of effective web design	<i>Remember</i>
CO2	Develop basic web pages using HTML and forms	<i>Apply</i>
CO3	Apply CSS and Bootstrap for layout and responsiveness	<i>Apply</i>
CO4	Use JavaScript to add interactivity to web pages	<i>Apply</i>
CO5	Create responsive websites using HTML, CSS, Bootstrap, and JavaScript	<i>Create</i>
CO6	Evaluate web elements for functional and user-friendly design	<i>Evaluate</i>

### Course Assessment & Evaluation Criteria:

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

**Unit 1: Introduction of HTML** (05)

- 1.1 HTML Structure
- 1.2 Basic HTML Tags: Heading, Text formatting tags,
- 1.3 Marquee tags
- 1.4 Changing Background with color and images,
- 1.5 List

**Unit 2: Working with Tables, Links, Graphics, Forms** (08)

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

**Unit 3: Forms** (08)

- 3.1 Understanding Form Syntax, Creating input objects
- 3.2 <form>, <input>, <select>, <option>, <textarea>, <button>, <label>, <optgroup>

**Unit 4: Bootstraps** (08)

- 4.1 Introduction
- 4.2 Colors, images, Tables, Buttons
- 4.3 Forms- Menus, floating Labels

**Unit 5: Working with CSS (Cascading Style Sheets)** (08)

- 5.1 Style & Types of styles-Internal/External Style Sheets.
- 5.2 Using <Div> and <Span>
- 5.3 CSS Font Properties, Creating Font and Text Properties Style Sheets d. Controlling color & image properties with CSS

**Unit 6: Introduction to Javascript** (08)

- 6.1 Uses of Java Script
- 6.2 Variables, datatypes, operators
- 6.3 Control statements (if, switch, loops)
- 6.4 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.



Kavayitri Bahinabai Chaudhari North Maharashtra University, Jalgaon

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FACULTY OF COMMERCE & MANAGEMENT

New Syllabus: M.B.A. w.e.f. AY 2025-26

SEMESTER: IV

Paper: MBA 615 E - ASP.NET

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

Required Lectures: 48 hours



### Course Description

This course equips students with the skills to design and develop dynamic, database-driven web applications using the ASP.NET framework. It includes Web Forms, server controls, state management, ADO.NET for database access, and web services. It emphasizes application deployment, security, and web design principles for robust web development.

### Course Objectives:

1. To understand the .NET framework and build ASP.NET web applications using server controls.
2. To develop database-driven applications using ADO.NET and manage data connectivity.
3. To create and deploy secure, interactive web applications and services.
4. To use state management and configuration tools for multi-user applications.
5. To design structured, navigable, and responsive websites using ASP.NET tools.

### Course Outcomes:

CO No.	CO	Cognitive level
CO1	Implement validation techniques to ensure data integrity	<i>Apply</i>
CO2	Use standard ASP.NET controls in building interactive web applications	<i>Apply</i>
CO3	Analyze ASP.NET features used in dynamic web development	<i>Analyze</i>
CO4	Create database-driven applications and web services using ADO.NET	<i>Create</i>
CO5	Develop secure and scalable web solutions using ASP.NET tools	<i>Create</i>
CO6	Design user-friendly and data-driven websites with ASP.NET	<i>Create</i>

### Course Assessment & Evaluation Criteria:

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

**Unit1: Introduction to ASP.Net****(04)**

- 1.1 Scripting, Client & Server Side Scripting, Scripting Languages Introduction
- 1.2 Web Server basics and configuration: IIS, Apache etc., ASP, ASP+, ASP.net, ASP.NET Features.
- 1.3 Web site hosting basics, Web Publishing, HTML, introduction to .NET framework, framework: CTS, CLS, CLR.

**Unit 2: Basics of ASP.NET****(06)**

- 2.1 .NET technologies, languages' C#.NET, VB.NET, basics of ASP.NET page framework, Visual studio.NET IDE
- 2.2 Page Life Cycle,PostBack, Viewstate, Page directives, ASP.Net page execution cycle
- 2.3 HTTP Pipeline, HTTP Application, HTTP Request, HTTP Response classes
- 2.4 HTTP Modules and HTTP Handlers
- 2.5 State Management, Role of Global.asax, Application configuration using web.config file

**Unit 3: Controls****(10)**

- 3.1 ASP.NET Control hierarchy, HTML Server Controls, Web Server Controls, User and Server controls, Validation Controls
- 3.2 List bound controls: dropdown lists, list boxes, Repeater, DataList, Data Grid, Data GridView, FormsView controls, Data binding to List Bound Controls
- 3.3 Templating and Styling of ASP.NET server controls

**Unit 4: Web Designing****(10)**

- 4.1 Web Page Designing principles, CSS anatomy, Anatomy of Master Pages, nesting master pages, Sitemap file, Web site Navigation controls
- 4.2 Properties: TreeView, Sitemap Path, Menu
- 4.3 Other Navigation methods: Response.Redirect(), Server.Transfer().

**Unit 5: Security Issues****(08)**

- 5.1 Personalization through Profiles, Themes/Skins
- 5.2 Web Site security basics: authentication modes: Windows, Forms, passport, authorization
- 5.3 login controls-Login View Control, Login Status Control, Login Name Control, Password Recovery Control, Create User Wizard Control, Change Password Control.
- 5.4 Web services: working, anatomy, hosting

**Unit 6: Database Connectivity****(10)**

- 6.1 Database technology: ADO.NET, Anatomy/architecture of ADO.NET
- 6.2 Create Connection using ADO.NET Object Model, Command, Data Adaptor, DataReader, DataSet, DataTable objects, Editing data in Data Tables, Display data on data bound Controls and Data Grid.
- 6.3 Concurrency control. Introduction to MVC, Data Reports.

## 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, WileyPublishing, 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, WileyPublishing 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



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

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**FACULTY OF COMMERCE & MANAGEMENT**

New Syllabus: M.B.A. w.e.f. AY 2025-26

**SEMESTER: IV**

**Paper: MBA 616E 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:**

1. To provide the knowledge of software testing techniques
2. To understand how testing methods can be used as an effective tool in the quality assurance of software.
3. To provide skills to design test case plans for testing software.
4. To provide knowledge of the latest testing methods

### **Course Outcomes:**

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

<b>CO No.</b>	<b>CO</b>	<b>Cognitive level</b>
CO 1	Understand various software testing methods and strategies.	<i>Understand</i>
CO 2	Understand and describe the basic concepts of functional (black box) software testing.	<i>Understand</i>
CO 3	Understand the basic application of techniques used to identify useful ideas for tests.	<i>Remember</i>
CO 4	Analyse a variety of software metrics for improvement in the quality of given software.	<i>Analyze</i>
CO 5	Design test cases and test plans, review reports of testing for qualitative software	<i>Create</i>
CO 6	Identify and Use software testing method	<i>Remember</i>

## Course Assessment & Evaluation Criteria:

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

### **Unit 1: Introduction to Software Testing** (06)

- 1.1 Introduction, Nature of errors
- 1.2 Testing Objectives
- 1.3 Testing principles
- 1.4 Testing fundamentals
- 1.5 Software reviews, Formal Technical reviews
- 1.6 Inspection and walkthrough
- 1.7 Testing Life Cycle

### **Unit 2: Approaches to Testing –Testing Methods** (06)

- 2.1 White Box Testing and types of white box testing
- 2.2 Test Case Design
- 2.3 Black Box Testing and types of black box testing
- 2.4 Gray Box Testing

### **Unit 3: Software Testing Strategies & Software metrics** (08)

- 3.1 Software Testing Process
- 3.2 Unit Testing
- 3.3 Integration- Top-down, Bottom-up
- 3.4 System Testing
- 3.5 Acceptance Testing (alpha, Beta testing)
- 3.6 Validation and Verification
- 3.7 Big Bang Approach
- 3.8 Sandwich approach
- 3.9 Performance Testing
- 3.10 Regression Testing
- 3.11 Smoke Testing
- 3.12 Load Testing

### **Unit 4: Software metrics** (08)

- 1) Introduction
- 2) Basic Metrics –size-oriented metric, Function –oriented metric
- 3) Cyclometric Complexity Metrics

## **Unit 5: Testing for Specialized Environments**

**(10)**

5.1 Testing GUI's

5.2 Testing of Client/Server Architectures

5.3 Testing Documentation and Help Facilities

5.4 Testing for Real-Time Systems

## **Unit 6: Test automation using Selenium WebDriver**

**(10)**

6.1 Introduction to test automation

6.2 Selenium Basics

6.3 Basic Record and playback

6.4 WebDriver Introduction

6.5 WebDriver Methods

6.6 WebDriver Locators

6.7 Firebug and Firepath

6.8 Synchronization

6.9 Advanced usage

6.10 Launching multiple browsers

6.11 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 2025-26**

**SEMESTER: IV**

**Paper: MBA 615 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 a comprehensive overview of rural development, exploring the theories, strategies, policies, and practical approaches aimed at improving the quality of life and economic well-being of people living in rural areas. Students will examine the social, economic, political, and environmental challenges faced by rural communities, and analyze development models both from a national and global perspective. Topics include rural poverty, agriculture and food security, infrastructure development, rural governance, sustainable livelihoods, gender and development, and the role of NGOs and international organizations.

### **Course Objectives:**

1. To understand the basic concept regarding rural development.
2. To create awareness about various schemes and programs which are helpful for rural Development
3. To analyze the socio-economic and environmental challenges faced by rural communities.
4. To evaluate national and international rural development policies and programs, understanding their design, implementation, and impact.
5. To identify sustainable and innovative solutions.
6. To improve rural livelihoods, including the use of appropriate technology and environmental conservation practices.

### **Course Outcomes:**

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

<b>CO No.</b>	<b>CO</b>	<b>Cognitive Level</b>
CO1	Explain the concepts, scope, and significance of rural development and identify key government schemes and theoretical approaches.	<i>Understand</i>
CO2	Analyze various approaches and determinants that influence rural development, including agricultural programs and natural resource utilization.	<i>Analyze</i>
CO3	Evaluate the impact and limitations of special rural development schemes and policies in India.	<i>Evaluate</i>
CO4	Examine the effectiveness of rural employment generation programs and propose improvements based on identified challenges.	<i>Apply/Evaluate</i>
CO5	Assess the role of cooperative banks, NABARD, SHGs, and foreign investment in enhancing rural finance and development.	<i>Analyze</i>
CO6	Illustrate the functions and challenges of Panchayati Raj Institutions and rural development administration in promoting grassroots governance.	<i>Understand/Apply</i>



## Course Assessment & Evaluation Criteria:

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

### Unit 1: Rural Development

(08)

- 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
- 1.5 Theories and Approaches to Rural Development
- 1.6 Major Rural Development Schemes in India.

### Unit 2: Approaches and Determinants of Rural Development

(08)

- 2.1. Community Development Programmes
- 2.2. Intensive Agricultural District Programme
- 2.3. Factors that influence the pace and quality of rural development
- 2.4. Changes in the utilization of natural resources
- 2.5. Integrated Rural Development Approach

### 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
- 3.6. Start-Up Village Entrepreneurship Programme (SVEP)

### Unit 4: Employment Generation Programs

(10)

- 4.1. Characteristics of Rural Employment
- 4.2. Prime Minister's Employment Generation Programme
- 4.3. Incidence of rural unemployment
- 4.4. Crash scheme for Rural Development
- 4.5. Swarna Jayanti Gram Swarozgar Yojana (SGSY)
- 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

(06)

- 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**

**(06)**

- 6.1. Functions of Panchayati Raj System
- 6.2. Merits & demerits of Panchayati Raj System
- 6.3. Strengthening the Panchayati Raj System
- 6.4. Challenges of Rural Development Administration
- 6.5. Structure of Panchayati Raj Institutions (PRIs)
- 6.6. Role of PRIs in 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 – Streling Publishess, 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 2025-26

**SEMESTER: IV**

**Paper: MBA 616 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 integrates entrepreneurial thinking with project management methodologies tailored to agro-based ventures. It covers opportunity identification, feasibility studies, marketing strategies, financial planning, risk analysis, resource mobilization, and performance evaluation. Students will also engage in case studies and simulations to understand real-world challenges in agro-entrepreneurship. By the end of the course, students will be equipped to launch and manage their own agribusinesses or contribute effectively to agricultural development projects in the private or public sectors.

### Course Objectives

1. To Understand the basic concepts of entrepreneurship and project management
2. To apply ethical and sustainable practices in agro-entrepreneurship and project management.
3. To provide proper guidance to set a particular agro based project.
4. To Identify and evaluate agribusiness opportunities using tools such as market analysis, feasibility studies, and SWOT analysis.
5. To develop comprehensive agribusiness plans, including marketing, production, operations, and financial components.
6. To apply project management principles to plan, implement, monitor, and evaluate agricultural projects effectively.

### Course Outcomes

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

CO No.	CO	Cognitive Level
CO1	Understand the concept, aims, and policy framework of rural entrepreneurship.	<i>Understand</i>
CO2	Analyze success stories of agripreneurs to identify best practices and innovation in rural enterprises.	<i>Apply</i>
CO3	Develop skills in identifying and formulating viable rural business projects.	<i>Evaluate Analyze</i>
CO4	Apply tools and techniques for effective project planning, appraisal, and layout design.	<i>Understand Apply</i>
CO5	Evaluate financial aspects of rural projects, including budgeting, profitability, and institutional finance.	<i>Evaluate</i>
CO6	Prepare practical project reports in various agribusiness sectors like dairy, livestock, and agri-tourism.	<i>Understand</i>

## Course Assessment & Evaluation Criteria:

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

### **Unit 1: Rural Entrepreneurship** (06)

- 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
- 1.5 Characteristics and Types of Rural Enterprises

### **Unit 2: Success stories of Agripreneurs** (12)

- 2.1. X cell 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** (06)

- 3.1. Searching for a Business Idea
- 3.2 Project Identification
- 3.3 Project formulation
- 3.4 Project Analysis
- 3.5 Project Risk

### **Unit 4: Project Planning & Implementation** (06)

- 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

### **Unit 5: Project Finance and Financial Analysis** (08)

- 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.

## **Unit 6: Project Reports**

**(10)**

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)



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FACULTY OF COMMERCE & MANAGEMENT  
New Syllabus: M.B.A. w.e.f. AY 2025-26



**SEMESTER: IV**

**Paper: MBA 617 F – Case Studies in Agro Business Management**

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

Required Lectures: 48 hours

**Course Description**

This course explores real-life case studies in the field of Agri Business Management, focusing on entrepreneurial innovation, marketing, finance, policy impact, and supply chain strategies in the agricultural sector. It enhances students' decision-making and problem-solving abilities through practical exposure.

**Course Objectives**

- To understand key challenges and opportunities in the agri business ecosystem.
- To apply analytical frameworks in evaluating agri business performance and sustainability.
- To develop critical thinking through real-life business case analysis.
- To encourage strategic decision-making in agri business contexts.

**Course Outcomes (COs)**

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

CO No.	CO	Cognitive Level
CO1	Understand the dynamics of agri business and rural enterprise ecosystems.	<i>Understand</i>
CO2	Analyse case studies on agri startups, cooperatives, and policy interventions.	<i>Analyse</i>
CO3	Apply agri business strategies in marketing, finance, and operations through case evaluation.	<i>Apply</i>
CO4	Evaluate the role of technology, innovation, and sustainability in agri business growth.	<i>Evaluate</i>
CO5	Develop insights into supply chain, value addition, and export practices in the agri sector.	<i>Create</i>
CO6	Formulate solutions for real-time problems in agri business through structured case-based learning.	<i>Create</i>

**Course Assessment & Evaluation Criteria:**

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

The Student has to select and discuss the case studies related to respective specialization papers no 604F,605F,606F,615F and 616F 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 2025-26

SEMESTER: IV

Paper: MBA 615 G E-Commerce Analytics

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

Required Lectures: 48 hours



### Course Description

This course explores the intersection of data analytics and electronic commerce. It focuses on using data-driven insights to make strategic decisions in the digital marketplace. Students will gain hands-on experience with tools and techniques to analyze consumer behavior, digital marketing metrics, conversion funnels, recommendation systems, and e-commerce platforms.

### Course Objectives:

1. Understand the fundamentals of e-commerce and the role of analytics.
2. Develop skills to collect, process, and analyze e-commerce data.
3. Apply analytics to optimize digital marketing and customer experience.
4. Evaluate business performance using key e-commerce metrics.
5. Build models for consumer behavior, segmentation, and recommendation.
6. Implement analytics tools in real-world e-commerce platforms.

### Course Outcomes:

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

CO No.	CO	Cognitive level
CO1	Explain core concepts of e-commerce platforms and analytics frameworks.	<i>Understand</i>
CO2	Design dashboards and reports for e-commerce KPIs.	<i>Apply, Create</i>
CO3	Analyze user behavior and apply customer segmentation techniques.	<i>Analyze, Apply</i>
CO4	Implement A/B testing and funnel analysis to improve UX/UI.	<i>Analyze, Evaluate</i>
CO5	Develop predictive models for sales forecasting and recommendation.	<i>Create, Evaluate</i>
CO6	Demonstrate proficiency in tools like Google Analytics, SQL, Python/R, and BI tools.	<i>Apply</i>

### Course Assessment & Evaluation Criteria:

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



<b>Unit 1: Introduction to E-Commerce Analytics</b>	<b>(08)</b>
1.1 Evolution of E-Commerce	
1.2 Digital Ecosystem and Business Models	
1.3 Types of E-Commerce Data	
1.4 Introduction to Analytical Thinking in E-Commerce	
1.5 Overview of Tools: Google Analytics, Shopify, BigCommerce	
<b>Unit 2: Web Analytics and Traffic Analysis</b>	<b>(08)</b>
2.1 Introduction to Web Analytics	
2.2 Page Views, Bounce Rates, Time on Site	
2.3 Traffic Sources & UTM Parameters	
2.4 Customer Journey Mapping	
2.5 Tools: Google Analytics, Adobe Analytics	
<b>Unit 3: Customer Behavior and Segmentation</b>	<b>(08)</b>
3.1 Customer Data Platforms (CDP)	
3.2 RFM (Recency, Frequency, Monetary) Analysis	
3.3 Cohort Analysis and Retention Metrics	
3.4 Customer Lifetime Value (CLV)	
3.5 Personalization and Predictive Segmentation	
<b>Unit 4: Conversion Optimization and Funnel Analysis</b>	<b>(08)</b>
4.1 Funnel Design and Metrics	
4.2 A/B Testing and Multivariate Testing	
4.3 UX/UI Metrics and Heatmaps	
4.4 Checkout Abandonment & Optimization	
4.5 Tools: Hotjar, Optimizely, Google Optimize	
<b>Unit 5: Recommendation Systems &amp; Forecasting</b>	<b>(08)</b>
5.1 Collaborative Filtering and Content-based Filtering	
5.2 Product Recommendations and Dynamic Pricing	
5.3 Time Series Forecasting for Sales	
5.4 Machine Learning in E-Commerce	
5.5 Tools: Python (scikit-learn, Prophet), R	
<b>Unit 6: Business Intelligence and E-Commerce Strategy</b>	<b>(08)</b>
6.1 Dashboarding and Visualization (Tableau, Power BI)	
6.2 KPI Design for E-Commerce	
6.3 Campaign Analytics (Email, SEM, SEO, Social)	
6.4 E-Commerce Analytics Strategy and Case Studies	
6.5 Ethics and Privacy in E-Commerce Analytics	

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1. **Efraim Turban et al.** – Electronic Commerce: A Managerial and Social Networks Perspective, Springer.
2. **Laudon & Traver** – E-commerce 2023: Business, Technology, and Society, Pearson.
3. **Avinash Kaushik** – Web Analytics 2.0, Wiley.
4. **Judah Phillips** – Digital Analytics 101: Your Shortcut to Marketing Analytics, Amazon.
5. **Brian Clifton** – Advanced Web Metrics with Google Analytics, Wiley.
6. **Eric Siegel** – Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley.



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**FACULTY OF COMMERCE & MANAGEMENT**  
New Syllabus: M.B.A. w.e.f. AY 2025-26



**SEMESTER: IV**

**Paper: MBA 616 G- Machine Learning Using Python**

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

Required Lectures: 48 hours

**Course Description**

This course introduces fundamental concepts and techniques of Machine Learning (ML), with practical implementation using Python. Students learn to preprocess data, build ML models, and solve real-world business problems using supervised and unsupervised learning algorithms. The course emphasizes hands-on learning with Python libraries and visualization techniques for effective data interpretation.

**Course Objectives:**

1. To explain the basic principles and types of machine learning.
2. To develop skills in applying supervised and unsupervised ML models.
3. To perform data pre-processing and transformation for model readiness.
4. To apply Python for statistical modelling, analysis, and ML tasks.
5. To evaluate model performance and visualize ML results effectively.

**Course Outcomes:**

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

CO No.	CO	Cognitive Level
CO1	Understand the fundamentals of machine learning and its business applications.	<i>Understand</i>
CO2	Apply learning models in supervised and unsupervised settings.	<i>Apply</i>
CO3	Preprocess and prepare data for machine learning tasks.	<i>Apply</i>
CO4	Solve business problems using ML algorithms and interpret model results.	<i>Apply</i>
CO5	Use Python for performing statistical analysis and implementing ML techniques.	<i>Evaluate</i>
CO6	Visualize ML outcomes and communicate insights using effective tools and dashboards.	<i>Evaluate</i>

## Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
Total Marks	100%	100

### Unit 1: Introduction to ML and Data for Modeling

(08)

- 1.1 Basics and types of Machine Learning (ML)
- 1.2 Applications of ML in various business domains
- 1.3 Human vs. Machine Learning concepts
- 1.4 Data types in ML: structured vs unstructured
- 1.5 Key steps in ML workflow (data, model, validation)
- 1.6 Overview of supervised vs. unsupervised learning

### Unit 2: Modeling, Evaluation, and Regression Techniques

(08)

- 2.1 Selecting and training ML models
- 2.2 Model representation and interpretability
- 2.3 Model evaluation metrics: accuracy, error, AUC
- 2.4 Introduction to Bayesian concept and Bayes' theorem
- 2.5 Simple and Multiple Linear Regression
- 2.6 Logistic Regression and real-world applications

### Unit 3: Supervised & Unsupervised Learning Methods

(08)

- 3.1 Supervised learning: Classification basics
- 3.2 Classification algorithms: kNN, Decision Tree, Random Forest
- 3.3 Ensemble methods: Bagging and Boosting (overview)
- 3.4 Unsupervised learning: concept and applications
- 3.5 Clustering techniques: K-means, Hierarchical
- 3.6 Association rules and business use cases

### Unit 4: Python Basics for Machine Learning

(08)

- 4.1 Installing Python, IDEs (Jupyter, PyCharm)
- 4.2 Python language basics and data structures
- 4.3 Introduction to NumPy arrays and operations
- 4.4 Pandas for data manipulation and analysis
- 4.5 Reading and writing datasets using Python
- 4.6 Descriptive statistics and summary functions in Python

### Unit 5: Data Processing and Feature Engineering

(08)

- 5.1 Data loading, cleaning, and transformation
- 5.2 Handling missing values and duplicates
- 5.3 Data merging, reshaping, and pivoting

- 5.4 String processing and regular expressions
- 5.5 GroupBy and aggregation functions
- 5.6 Feature scaling, encoding, and selection

#### **Unit 6: Data Visualization Using Python**

**(08)**

- 6.1 Introduction to Matplotlib and Seaborn
- 6.2 Line, bar, histogram, and scatter plots
- 6.3 Heatmaps, pairplots, and distribution plots
- 6.4 Visualizing ML results and model diagnostics
- 6.5 Creating dashboards using Streamlit (intro)
- 6.6 Best practices in business data visualization

#### **REFERENCE BOOKS**

1. Subramanian Chandramouli, Saikat Dutt, Amit Kumar Das, *Machine Learning*, Pearson Education India, 1st Edition, ISBN: 9789332585935
2. McKinney, Wes (2012), *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython*, O'Reilly Media, ISBN: 9781449319793
3. Michael Urban and Joel Murach, *Python Programming*, Shroff/Murach, 2016, ISBN: 9789352134506
4. Kevin P. Murphy, *Machine Learning: A Probabilistic Perspective*, MIT Press, 2012, ISBN: 9780262018029
5. John Paul Mueller, Luca Massaron, *Machine Learning (in Python and R) For Dummies*, Wiley, ISBN: 9781119724018
6. U. Dinesh Kumar, Manaranjan Pradhan, *Machine Learning Using Python*, Wiley India, ISBN: 9788126579957
7. Steele, Brian; Chandler, John; Reddy, Swarna, *Algorithms for Data Science*, 1st Edition, Springer, 2016, ISBN: 9783319457954
8. Kenneth A. Lambert, *Fundamentals of Python: First Programs* (2nd Edition), Cengage Learning, 2016, ISBN: 9781305659837



**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 2025-26

**SEMESTER: IV**

**Paper: MBA 617 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

This course equips students with applied analytical skills across business functions including marketing, retail, HR, finance, social media, and supply chain. It focuses on transforming real-world problems into analytical tasks using tools like regression, clustering, text analytics, and simulations. Students use Python and other technologies to generate actionable business insights and improve decision-making effectiveness.

### Course Objectives:

1. To introduce data-driven marketing decisions using customer voice and segmentation.
2. To develop analytical skills for managing digital retail, merchandising, and supply chain challenges.
3. To explain HR analytics processes for workforce planning and talent decisions.
4. To enable analysis of web, social media, and textual data using appropriate tools.
5. To apply forecasting and optimization models in financial and operational contexts.

### Course Outcomes:

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

CO No.	CO	Cognitive Level
CO1	Illustrate the use of analytical tools to address strategic marketing challenges using marketing data.	<i>Understand</i>
CO2	Apply simulation and modeling in retail and supply chain analytics.	<i>Apply</i>
CO3	Analyze merchandising and retail data to support business decisions.	<i>Analyzing</i>
CO4	Implement HR analytics for strategic workforce and talent decisions.	<i>Apply</i>
CO5	Evaluate web, social media, and text analytics for customer and market intelligence.	<i>Evaluate</i>
CO6	Forecast financial performance using advanced analytics and Python tools.	<i>Analyzing</i>

## Course Assessment & Evaluation Criteria:

Components	Weightage	Per Course Marks
Class Participation * and Home Assignments (It can be weekly)	5%	05
Presentation (assign topics & posters) & Classroom writing Skill	5%	05
Internal Test	30%	30
External Exam	60%	60
<b>Total Marks</b>		100

### Unit 1: Marketing Analytics

(08)

- 1.1 Market segmentation and RFM analysis
- 1.2 Voice of the Customer & Need-Based Segmentation
- 1.3 Conjoint analysis and customer co-creation
- 1.4 Regression and clustering in marketing
- 1.5 Modeling marketing initiatives and ROI
- 1.6 Forecasting customer behavior and profits

### Unit 2: E-Retail and Merchandising Analytics

(08)

- 2.1 Digital era retail and data-driven insights
- 2.2 Strategic vs. tactical retail analytics
- 2.3 Assortment planning and space optimization
- 2.4 Geo-spatial analytics and demand mapping
- 2.5 Market basket analysis and affinity modeling
- 2.6 Unstructured data and promotion optimization

### Unit 3: HR Analytics and Workforce Intelligence

(08)

- 3.1 Role and scope of HR analytics in business
- 3.2 Gartner's Analytics Maturity Model
- 3.3 Predictive analytics in recruitment and retention
- 3.4 Engagement and compensation analytics
- 3.5 Workforce strategy and competency mapping
- 3.6 Digital HR and future of work trends

### Unit 4: Web, Social Media & Text Analytics

(08)

- 4.1 Basics of Web Analytics: Metrics and tools
- 4.2 Social media KPIs and dashboards
- 4.3 Custom vs default metrics; reporting styles
- 4.4 Social data extraction and real-time insights
- 4.5 Text analytics: Tokenization, stemming, lemmatization
- 4.6 Applications of NLP and ML in social media

### Unit 5: Supply Chain Analytics

(08)

- 5.1 Importance and scope of supply chain analytics
- 5.2 Inventory and demand forecasting
- 5.3 Supplier selection techniques: MCDM, Borda Count
- 5.4 Transportation models and route planning

- 5.5 Optimization using LP and MILP techniques
- 5.6 Case studies on Indian supply chain analytics

## **Unit 6: Financial Analytics and Forecasting**

**(08)**

- 6.1 Overview of financial data and metrics
- 6.2 Data cleaning and preparation for finance
- 6.3 Time Series Analysis with Python: ARIMA, ETS
- 6.4 Stock price prediction and volatility models
- 6.5 Monte Carlo simulations for financial modeling
- 6.6 Portfolio optimization and CAPM using Python

### **REFERENCE BOOKS**

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston, ISBN: 9781118373439
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: 9780749482169
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, Marshall Fisher and Ananth Raman, Harvard Business Review Press, ISBN: 9781422110577
6. Winning on HR Analytics: Leveraging Data for Competitive Advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publications, ISBN: 9789386042415
7. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon Sundmark, CreateSpace Independent Publishing Platform, ISBN: 9781973716372
8. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Avinash Kaushik, Wiley, ISBN: 9780470529393
9. Practical Web Analytics for User Experience, Michael Beasley, Elsevier Inc., ISBN: 9780124046191





**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 2025-26

**SEMESTER: IV**

**Paper: MBA 618 Research Project**

60 + 40 Pattern: External Marks 90 + Internal Marks 60 = Maximum Total Marks: 150

Required Lectures: 72 hours



### Course Description:

The Research Project serves as the capstone component of the MBA program, providing students with an opportunity to engage in independent, in-depth research under faculty guidance. The course bridges academic theory and business practice by encouraging students to investigate real-world business problems within their area of specialization or through an interdisciplinary lens. Students are expected to define a research problem, conduct an extensive literature review, design an appropriate research methodology, collect and analyze data using suitable statistical tools, and present the findings in a structured academic report. The culmination of the course involves a formal viva-voce examination and submission of the final report, showcasing the student's research competence, critical thinking, and professional communication skills.

### Course Objectives:

1. To develop the capability to undertake independent applied research on complex business or management problems.
2. To enable effective application of research design, tools, and statistical techniques in business research.
3. To strengthen academic writing skills and enhance the ability to draft professional research reports.
4. To connect classroom learning with real-life management issues through systematic inquiry.
5. To foster analytical thinking and the ability to identify research gaps and derive actionable insights.
6. To cultivate presentation and defence skills through the formal viva-voce process.

### Course Outcomes:

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

CO No.	CO
CO1	<b>Identify</b> and define a relevant business research problem, develop objectives, and formulate hypotheses.
CO2	<b>Conduct</b> a comprehensive literature review and construct a strong conceptual and theoretical framework.
CO3	<b>Design</b> and justify a robust research methodology, including sampling design and data collection instruments.

CO4	<b>Apply</b> appropriate data analysis techniques using statistical software and interpret findings meaningfully.
CO5	<b>Prepare</b> a structured, academically rigorous, and professionally formatted research report.
CO6	<b>Present</b> and defend research work confidently through oral presentations and viva-voce.

SN	Module	Details	Hours	Mapped COs
1	<b>Purpose of the Research Project</b>	Introduction to the capstone project and its role in integrating theoretical learning with real-world application. Emphasis on problem identification, analytical thinking, research ethics, and professional presentation.	6	CO1
2	<b>Research Report Structure and Content</b>	Comprehensive guidance on the formatting, structure, and academic expectations of the research project report. Divided into three major sections:	66	CO1–CO6
	A. Preliminary Pages	<ul style="list-style-type: none"> <li>- Title Page</li> <li>- Certificate by Guide (on letterhead with signature and seal)</li> <li>- Declaration by the student</li> <li>- Acknowledgment</li> <li>- Table of Contents</li> <li>- List of Tables, Figures, Abbreviations</li> </ul>		
	B. Main Chapters	<p><b>Chapter 1: Introduction</b></p> <ul style="list-style-type: none"> <li>- Background and rationale</li> <li>- Conceptual and theoretical Overview</li> <li>- Definitions, scope, and objectives</li> <li>- Significance of the study</li> </ul> <p><b>Chapter 2: Literature Review</b></p> <ul style="list-style-type: none"> <li>- Review of 12–15 relevant peer-reviewed journals/books</li> <li>- Identification of research gaps</li> </ul> <p><b>Chapter 3: Research Methodology</b></p> <ul style="list-style-type: none"> <li>- Problem Statement</li> <li>- Research objectives</li> <li>- Research Hypotheses (if any)</li> <li>- Research design (exploratory, descriptive etc.)</li> <li>- Sampling method</li> <li>- Sampling Size</li> <li>- Data collection instruments (questionnaires, interviews, etc.)</li> <li>- Analytical tools and use of statistical software (e.g., SPSS, Excel)</li> <li>- Limitations and scope of the study</li> </ul>		

		<b>Chapter 4: Data Analysis &amp; Interpretation</b> - Presentation of data using tables, charts, graphs - Statistical interpretation aligned with objectives and hypotheses  <b>Chapter 5: Findings, Conclusion &amp; Suggestions</b> - Summary of key findings - Managerial suggestions - Conclusions drawn from analysis - Scope for future research		
	C. End Section	<b>Chapter 6: Bibliography</b> - Referencing in APA 7th Edition format - Alphabetical and properly formatted  <b>Annexures</b> - Questionnaire / Interview Schedule - Detailed data tables - Statistical outputs (SPSS/Excel) and - Supporting documents (if any)		

## Project Report Formatting Guidelines

### 1. Front Page Format

- **Project Title:** Times New Roman, Font Size 20, Bold, UPPERCASE
- **Name of Student, Guide, Department, and College:** Times New Roman, Font Size 14, Bold

### 2. Page Layout

- **Page Margins:**
  - Left 1.5", Right 1", Top 1", Bottom 1"
- **Line spacing:** 1.15 (Multiple)
- **Paper:** A4 size
- **Footer:** College name + page number

### 3. Text Formatting

- **Main Headings:** Font 14, Bold, Times New Roman
- **Body Text:** Font 12, Times New Roman, 1.5 line spacing
- **Section Numbering:** e.g., 2.1, 2.2; Subsection: 2.1.1, 2.1.2
- **Figures:**
  - Caption below the figure, centered, *Italic*, Font Size 12
  - Numbered as: *Figure 2.1, Figure 2.2, etc.*

**Tables:**

- Caption above the table, centered, Font Size 12
- Numbered as: Table 2.1, Table 2.2, etc.

**4. Report Length & Document Formatting**

- **Total Pages:** 60–70 (excluding annexures)
- **Page Numbering:** (Arabic numerals from Executive Summary onward)
- **Report Page Sequence:**

**5. Binding**

- **Number of Copies:** Minimum **TWO**
- **Binding Type:** Hardbound
- **Cover Color:** Black
- **Print Style:** Golden text on cover and spine (including title, student's name, college name, month and year)

**Evaluation Criteria:**

Component	Description	Marks	Passing (40%)
Internal Assessment	Assessed by the faculty guide and departmental panel based on continuous evaluation, including topic clarity, methodology, literature review, draft quality, attendance, progress reviews, and academic discipline.	60 Marks	24 Marks
External Assessment	Assessed by University-appointed external examiner through project report evaluation and viva-voce presentation. Includes written report quality, clarity of presentation, understanding of research, originality, relevance, and compliance with formatting guidelines.	90 Marks	36 Marks
	<b>Total</b>	<b>150 Marks</b>	

- Note: Failing to submit the project report or absence in viva = Fail in course