



Estd:1962

NAAC “A+ +” Grade with CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

Programme Project Report (PPR)

of

M.B.A. through Online Mode

A. Programme’s mission and objectives:

1. To strengthen conceptual base of executives.
2. To help them improve decision making ability, creative and logical thinking.
3. To improve analytical ability, problem solving skills and judgmental ability.

B. Relevance of the program with CDOE’s Mission and Goals:

CDOE’s Mission and Goals:

Vision: Imparting Quality Higher Education Across the Globe.

Mission: Serving the learners by offering digital learning without time and boundary restrictions.

Goals: Access to Higher Education to

- All segments of the Society across the globe.
- Offer high quality, innovative, career oriented programme to all aspirants.

- All professionals having aspiration of Career advancement are served irrespective of geographical boundaries.

With,

- Quality e-content developed by experts.
- Live Discussion Forums.
- 24 x 7 assistance through dedicated Learning Management System.
- Mentoring facilities provided to cater the needs of the learners.

By these Vision, Mission and Goals, CDOE on the global platforms; are providing the PG programmes to every aspirants of higher education.

C. Nature of prospective target group of learners:

The Aspirants of Higher Education, Working Professionals, Housewives and anyone from all over the World who desires to have technical degree of higher education such as M.B.A. will have great platform to bring dreams come true through this online M.B.A. programme offered by Centre for Distance and Online Education (CDOE), Shivaji University, Kolhapur.

D. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence:

Specific Skills and Competence to be achieved by every learner through this Online Mode programme are enlisted follows-

1. Identification of the functioning of business enterprises
2. Entrepreneurship development through Curriculum.
3. Develop skills on analyzing the business data application of relevant analysis and problem solving.
4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross-cultural understanding.

5. Identification of the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making through Online discussion forums, Quizzes, Co-Curricular and Extra-Curricular Activities.
6. Development of effective and oral communication especially in business applications, with the use of appropriate technology.
7. Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of team members in the related context through online activities and case-based learning.

E. Instructional Design:

Syllabus of Master of Business Administration through Online Mode:

- The entire MBA through Online Mode programme is of 2900 Marks.
- Each paper is of 100 marks. Project Viva Voce is of 200 Marks.

MBA Part-I / Semester-I

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
1		Management Philosophy	4	20	80	100
2		Management Accounting	4	20	80	100
3		Business Statistics and Analytics for Decision Making	4	20	80	100
4		Managerial Economics	4	20	80	100
5		Computer applications for business	4	20	80	100
6		Managerial Skills for Effectiveness	4	20	80	100
7		Organizational Behaviour	4	20	80	100
		Total	28	140	560	700

MBA Part-I Semester-II

Pape r No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Mark s
8		Marketing Management	4	20	80	100
9		Financial Management	4	20	80	100
10		Human Resource Management	4	20	80	100
11		Operations Management	4	20	80	100
12		Legal and Business Environment	4	20	80	100
13		Research Methodology	4	20	80	100
14		Strategic Management	4	20	80	100
		Total	28	140	560	700

MBA Part-II Semester-III

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluatio n	University Evaluation	Total Marks
15		Chh. Shivaji Maharaj -The Management Guru	4	20	80	100
16		Project Report and Viva	8	100	100	200
17		Elective I – Paper I	4	20	80	100
28		Elective I – Paper II	4	20	80	100
19		Elective I – Paper III	4	20	80	100
20		Elective II - Paper I	4	20	80	100
21		Elective II - Paper II	4	20	80	100
22		Elective II - Paper II	4	20	80	100
		Total	36	240	660	900

MBA Part-II Semester-IV

Paper No.	Course Code	Course Titles	Course credits	Internal Evaluation	University Evaluation	Total Marks
23		Elective I - Paper IV	4	20	80	100
24		Elective I - Paper V	4	20	80	100
25		Elective I - Paper VI	4	20	80	100
26		Elective II - Paper IV	4	20	80	100
27		Elective II - Paper V	4	20	80	100
28		Elective II - Paper VI	4	20	80	100
		Total	24	120	480	600

***27 courses of 100 Marks each and 1 course of Project Viva Voce of 200 Marks - Grand Total 2900 Marks. Each course is of 4 credits.Total programme is of 116 credits. ***

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

Each elective has 6 papers which are included in –

(i) Semester- III

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

(ii) Semester- IV

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

Electives:

1. Marketing Management

2. Financial Management

3. Human Resource Management

4. Production & Operations
Management

5. International Business

6. Entrepreneurship

7. Business Analytics

8. Hospitality Management

9. Health Care Management

Project Work:

The students have to undergo practical training of 50 days in any manufacturing or service organization and they have to submit their project report up to the fourth semester. The project work must have a Certification from the organization.

List of Elective Courses:

Courses	Elective –1 Marketing Management	Elective – 2 Financial Management	Elective – 3 Human Resource Management	Elective – 4 Production and Operations Management	Elective -5 International Business	Elective-6 Entrepreneurship	Elective-7 Business Analytics	Electives-8 Hospitality Management	Elective-9 Health Care Management
Semester – III Paper-I	Sales and Distribution Management	Indian Financial System	Human Resource Planning and Procurement	Operations Management Strategy	International Business Environment	Project Planning and Implementation	Business Data Management	Fundamentals of Hospitality Management	Fundamentals of Hospital Administrations
Semester – III Paper-II	Integrated Marketing Communication	Financial Decision Analysis	Human Resource Development	Production Planning and Control	Export and Import Policy	Start-ups and New Venture	Business Analytics in Management	Hotel Management	Health Care Service Management
Semester – III Paper-III	Consumer Behaviour	Project Appraisal and Finance	Compensation Management	Materials and Inventory Management	Cross Cultural Management	Institutional Support and Venture Funding	Data Visualization for Managers	Tourism Management	Medico Legal Environment in Healthcare
Semester –IV Paper-IV	Service Marketing And Retail Marketing	Investment Management and Portfolio Analysis	Strategic HRM and International Perspectives	Supply Chain Management	Issues in International Business	Family Business Management	Cloud Computing and Virtualization	Travel Agency and Tour Operations Management	Facility Management
Semester –IV Paper-V	Digital Marketing	Behavioural Finance	Industrial Relations and Labour Laws	Global Operations and Logistics	International Marketing	Venture Valuation and Accounting	Business Analytics using R	Customer Relationship Management	Healthcare Marketing
Semester –IV Paper-VI	Contemporary Issues in Marketing	International Finance	Organisational Change and Organisational Development	World Class Production Management	International Business Negotiations	Innovation Technology Management	Business Forecasting	Event Management	IT Applications in Healthcare

Shivaji University, Kolhapur
Master of Business Administration through Online Mode
MBA – I Sem – I

MBA Through Online Mode MBA -I, SEM-I PAPER-I MANAGEMENT PHILOSOPHY	
Course Outcomes:	After studying this course students will 1. Understand various approaches to management 2. Illustrate functions of management 3. Demonstrate business ethics and its relevance to business 4. Understand corporate governance and CSR 5. Application of different management functions
Syllabus Contents:	
Unit 1	Introduction and Evolution of Management: Definition-Scope of management. Classical Approach-Scientific Management Approach-Behavioural Approach-Human Relations Approach- Contingency, Operational Approach Levels of Management: Different levels of Management and skills required. Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process
Unit 2	Functions of Management: Planning: Nature, Principles, Process, Types and Limitations of Planning. Organizing: Basic concept, Importance of Organizing, Process of organizing, Span of control, Types of Organization, Structure and Design. Staffing- Importance and process of Staffing, recruitment, selection, induction and placement Directing: Nature and Principles, Purpose and need of Directing, Elements of directing Controlling: Process, Requirement for effective control, Control Techniques, Types of Control and Use of IT in controlling.
Unit 3	Business Ethics – Definition and its relevance to Business, Historical Perspective of Ethics, Global perspectives on business ethics. Approaches to managerial ethics. Trusteeship Management- Philosophy of Wealth Management.
Unit 4	Corporate Governance – Concept, importance, Benefits of corporate governance, role of board of directors, auditors and stakeholders in corporate governance, Principles of good corporate governance. Corporate Social Responsibility – Meaning, Need, Benefits, Responsibilities of business, Areas of CSR.

Reference Books:

- Agarwal. Tushar, (2019). *Business Ethos in Management*. New Delhi: Himalaya Publishing House.
- Daltion. M, (1974). *Management Principles and Practices*. New York: Macmillan Publications.
- Drucker, P. (2020). *Essentials of Management*. Brighton, Massachusetts: Harvard Business Review Press.
- Kelekar. Ravindra, (1960) *Trusteeship: M. K. Gandhi*. Ahmedabad: Navjeevan Publishing House.
- Koontz. (2008). *Essential of Management*. New Delhi: McGraw-Hill.
- Mrutunjaya. H, (2013). *Business Ethics and Value System*. Delhi: PHL Learning.
- Prasad. L, (2001). *Principles of Management*. New Delhi: Sultan Chand & Sons.
- Stephen. R, (2013). *Fundamentals of Management*. New Jersey: Pearson Education, Inc.
- Srivastav. R, (2010). *Principles of Management*. Mumbai: Himalaya Publishing House Pvt. Ltd.
- Sherlekar. S, (2019). *Modern Business Administration and Management*. New Delhi: Himalaya Publishing House.
- Shaw. William, (2019). *Business Ethics*. San Francisco: Cengage Learning.
- Rao. C.et.al. (2008). *Strategic Management and Business Policy*. New Delhi: Excel Books Pvt. Ltd.
- Richard. L, (2003). *Management*. Open Library: Thomson South-Western
- Velasquez. Manuel, (2006). *Business Ethics*. New Delhi: Prentice Hall India Pvt. Ltd.

MBA Through Online Mode MBA -I, SEM-I PAPER- II MANAGEMENT ACCOUNTING	
Course Outcomes:	After studying this course students will 1. Describe concepts in management accounting. 2. Understand financial statements 3. Prepare final account of a company 4. Prepare cost sheet of a company 5. Produce CVP analysis.
Syllabus Contents:	
Unit 1	Introduction to Accounting- Accounting Concepts, Convention & fundamental accounting assumptions. Journal, ledger, subsidiary books, Trial balance & final accounts (Trading, P&L A/C & B/S) Use of Computers in Accounting – Meaning, Role, Terms, Tally packages in Accounting, recent trends
Unit 2	Management Accounting- Concept, Meaning, Scope, Limitations of management Accounting, Functions of finance manager, Distinction between financial Accounting – Cost Accounting – Management Accounting.
Unit 3	Analysis of Financial Statements- Nature, objectives, uses & limitations of financial statements, Techniques of financial analysis- Comparative financial statements, Common size financial statements, Trend percentage ratios.
Unit 4	Cost Accounting- Meaning, Scope of Cost Accounting, Distinction between Financial & Cost Accounting Material, Labour, Overheads classification of cost, preparation of cost sheet Marginal Costing – Contribution Key factor, BEP, MOS, Decision making through CVP analysis.
Reference Books: Arulanandam M A, M. A. (1989). <i>Advanced Accountancy</i> . Mumbai: Himalaya Publishing. Colin, D. (2015). <i>Management and Cost Accounting with CourseMate</i> . India: Cengage India. Colin, D. (2015). <i>Management and Cost Accounting with CourseMate</i> . India: Cengage India. Goel, M. &. (1996). <i>Principles and Practice of Management Accounting</i> . Chennai: Pearson. Gupta, N. S. (2018). <i>Management Accounting: Principles and Practices</i> . New Delhi: Kalyani Publishers. Jeff O. Schatzberg Charles T. Horngren, G. L. (2013). <i>Introduction To Management Accounting</i> . Chennai: Pearson. Lal Jawahar (Author), S. S. (2019). <i>Cost Accounting</i> . New York, USA: Mc Graw Hill. Pandey., I. M. (2018). <i>Management Accounting</i> . Noida, Uttar Pradesh: Vikas Publication House Pvt Ltd. Rao Tukaram, M.E. (2004). <i>Cost and Management Accounting</i> . Mumbai: Newagepublishers. Sheridan Titman, A. J. (2019). <i>Financial Management: Principles and Applications</i> . Chennai: Pearson. Shukla M.C. and Grewal T.S. Gupta, S. (2016). <i>Advanced Accountancy, Vol-I</i> . New Delhi: S Chand Publishing. Shukla, M. G. (2016). <i>Advanced Accountancy Vol-II</i> . New Delhi: S Chand Publishing.	

MBA Through Online Mode MBA -I, SEM-I Paper - III BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING	
Course Outcomes:	Upon successful completion of this course, students will be able to: 1. Obtain summary statistics of numerical data. 2. Represent numerical data diagrammatically and graphically. 3. Perform simple correlation and simple linear regression analysis. 4. Compute probability of events. 5. Explain binomial, Poisson, and Normal distributions. 6. Perform elementary hypothesis testing
Syllabus Contents:	
Unit 1	Measures of Central Tendency: Arithmetic mean, median, mode, geometric mean, harmonic mean. Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, variance, coefficient of variation. Graphical representation: bar chart, histogram, pie chart
Unit 2	Correlation: concept of correlation between two variables, types of correlation, scatter plot, Karl Pearson coefficient of correlation, Spearman's rank correlation coefficient. Regression: meaning and utility of regression analysis, simple linear regression, interpretation of regression coefficients, coefficient of determination.
Unit 3	Probability: random experiment, sample space, event, mutually exclusive events, exhaustive events, independent events, classical definition of probability, addition and multiplication laws of probability, conditional probability. Probability distributions: discrete and continuous random variables, Binomial, Poisson, and Normal distributions.
Unit 4	Testing of hypotheses: null and alternative hypotheses, procedure of testing of a hypothesis, critical region, type –I and type II errors, one sample and two sample t-tests, paired t-test, chi-square test for variance, F-test for two variances, chi-square test of independence
Reference Books: Arora, A. P. (2007). <i>Statistics for Management</i> . New Delhi: S.Chand (G/L) & Company Ltd. Bowerman. Bruce,(2015). <i>Essentials of Business Statistics</i> . Ne-York, USA: McGraw Hill. Gupta. S,(2018). <i>Business Statistics</i> . Mumbai: Himalaya Publishing House. Gupta.S,(2019). <i>Fundamentals of Statistics</i> . Mumbai: Himalaya Publishing House. Richard. Levin,(2017). <i>Statistics for Management</i> . Chennai: Pearson. McEvoy. D,(2018). <i>A Guide to Business Statistics</i> . New Jersey, USA: John Wiley and Sons Ltd.	

MBA Through Online Mode MBA -I, SEM-I Paper - IV MANAGERIAL ECONOMICS	
Course Outcomes:	After studying this course students will be able to - 1. Understand managerial economics and its practices 2. Demonstrate the production function 3. Illustrate pricing practices 4. Explain market structure and price determination under different market situations 5. Understand capital budgeting and business cycles
Syllabus Contents:	
Unit 1	Introduction to Managerial Economics Managerial Economics : Nature, Scope and significance in Business Decisions Demand Analysis- Types, Law of demand, factors affecting on demand Elasticity of Demand - Types of elasticity and its significance in Business Decisions Measurement of elasticity of demand- Methods and Applications
Unit 2	Production, Cost, Revenue and Profit Production function - Meaning, Short run and Long run Production function Cost of production – Cost Concepts and its curve in short and long run Revenue - Concepts of Revenue- Revenue curves under different markets Profit - Gross and Net Profit, factors affecting on profit – Break Even Analysis
Unit 3	Market Structure and Pricing methods Perfect Competition - Features -Price and Output Determination Monopoly- Features-Price and Output Determination Monopolistic Market- Features-Price and Output Determination Oligopoly Market – Features – Kinked Demand Curve – Price leadership.
Unit 4	Pricing Methods and Investment Analysis Factors affecting on Pricing of Products and Services Full Cost Pricing- Multi Product Pricing method Price Discrimination - Dumping Prices- Peak Load Pricing method Capital Budgeting - Methods, Significance and Limitations
Reference Books: Dwivedi.D, (2021). <i>Managerial Economics</i> . New Delhi: S Chand And Company Ltd. Mehta. P, (2013). <i>Managerial Economics Analysis, Problems and Cases</i> . New Delhi: Sultan Chand & Sons. Nick, W. (2005). <i>A Problem Solving Approach</i> . UK: Cambridge University Press. Paul Keat, P. Y. (2013). <i>Managerial Economics: Economic Tools for Today's Decision Makers</i> . New York, USA: Pearson Prentice Hall. Prince.M, (2021). <i>Managerial Economics & Business Strategy</i> . New York: McGraw-Hill Education. Varshney.R,(2014). <i>Managerial Economics Text Problems & Cases</i> . New Delhi: Sultan Chand & Sons.	

MBA Through Online Mode MBA -I, SEM-I Paper - V COMPUTER APPLICATIONS FOR BUSINESS	
Course Outcome:	After completion of course students will be able to : 1. Demonstrate computer applications 2. Make use of Ms-Office for business applications. 3. Organise data using MS-Excel 4. Analyse and Visualize business data using Ms-Excel. 5. Create interactive presentations and documents.
Syllabus Contents:	
Unit 1	MS-Word and PowerPoint: MS-Word-Word Processing: Introduction to MS Office components, Introduction and working with MS Word, Word basic commands Formatting Documents- Setting Font style, alignment, Indent, paragraph setting, page setting, and document style. Tables- Creating and formatting table, Border setting, Merging, Splitting, Sorting, Insertion and deletion of row column. Tools: Word completion, spell check, Mail merge, Macros, Temples, using wizards document security, Drawing: Inserting picture, drawing, formatting picture, grouping, ordering, and rotating picture.
Unit 2	Ms-PowerPoint: Creating presentation, using templates, setting presentation layout. Formatting Presentation: Adding style, management objet, header & footer, slide background, slide layout. Graphics and Effects: Inserting, drawing pictures, setting animation & transition effect, Adding multimedia files to presentation.
Unit 3	Ms-Excel: Introduction to spreadsheet, sorting, filtering of data, Relative reference, absolute reference and mixed reference formula, editing formula, Naming cell and range. Formatting Worksheet: Assigning and removing formats, using auto formats, custom formats, custom borders, controlling column height and width. Analysing Data: Entering Functions in worksheet, Mathematical functions, text functions, logical functions, and financial functions.
Unit 4	Statistical Analysis: Average, Median, Min, Max, Median, Mode, Standard deviation, variance, percentile function, quartile function COUNT, COUNTA, COUNTIF, COUNTBLANK , SUM, SUMIF. What-If-Analysis, Goal Seek, Solver, Scenario Manager, Pivot table, Pivot Chart. Data Visualization: Introduction to data visualization, Basic Charts in Excel, Creating Embedded charts, Creating charts and chart sheet. Different types of charts.

Reference Books:

- Basandra. Suresh, (1995). *Computer Today* . New Delhi: Galgotia Publications Pvt Ltd.
- Courter, G., & Marquis, A. (1999). *Mastering Microsoft Office 2000*. U.S.A.: Sybex.
- Dumpeti Harikanth, R. N. (2010). *Computer Application in Business*. Republic of Moldova: LAP Lambert Academic Publishing (Publisher).
- Panchal Sangeeta, S. A. (2013). *Foundations of Information Technology Coursebook 9: Windows 7 and MS Office 2007*. India: Oxford University Press.
- Rajaraman., V. ., (2014). *Fundamentals of Computers*. New Delhi: Prentice Hall India Learning Private Limited.
- Sinha Priti, S. P. (2004). *Computer Fundamentals : Concepts, Systems & Applications*. New Delhi: BPB Publications.

MBA Through Online Mode MBA -I, SEM-I Paper – VI MANAGERIAL SKILLS FOR EFFECTIVENESS	
Course Outcome:	After completion of course students will be able to : 1. Demonstrate the art of getting things done in the modern business world. 2. Apply written and oral communication skills 3. Analyze the appropriate use of communication principles in various business situation 4. Develop efficiency in the way how employers are performing the working tasks. 5. Adapt managerial skills with the purpose of effective and efficient fulfillment of the tasks
Syllabus contents:	
Unit 1	Business Communication - Meaning ,Importance & objectives, process of business communication, Techniques of Effective Communication Written Communication -Business Letters- Types, Purchase letter, Sales letter, Inquiries, Circulars , Quotations , Orders , Acknowledgments Executions , Complaints , Claims & adjustments Collection letter ,Banking correspondence , Agency correspondence Meetings-Notice-Agenda, Resolutions in minutes, and Minutes writing.
Unit 2	Oral Communication - Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, group communication Meaning and importance of group discussions, Interviews and interview methods, Nonverbal Expressions-Body Languages, Gestures, Postures, Facial Expressions, Dress codes.
Unit 3	Managerial Skills & Personal Skills for Managers a) Essential management skills, Different methods of Improving management skills – An approach to skill development - leadership & management. b) Personal Skills (Skill Learning) Developing Self-Awareness, Managing Personal Stress, Solving Problems Analytically and Creatively c) Presentation Skill
Unit 4	Interpersonal Skills for Managers a) Methods of Building Relationships by Communicating Supportively- Skill Assessment; Skill learning; Skill Analysis; Skill practice and skill application. b) Gaining Power and Influence: Meaning; difference between power and influence c) Motivational tools d) Conflict Management- Meaning; style; process Group Skills for Managers - a) Empowering and Delegating, b) Building Effective Teams and Teamwork c) Leading Positive Change
Reference Books: Balasubramanian. M, (2003). <i>Business communication</i> . New Delhi: Kalyani Publishers. MaArcher. Robert, (2008). <i>Basic Business Communication</i> . New Delhi: Tata McGraw Hill. Murphy, (2017). <i>Effective Business Communication</i> . New Delhi: Tata McGraw Hill. Pradhan, (2003). <i>Business communication</i> . Mumbai: Himalaya Publishing House. Thill, (2016). <i>Excellence in Business Communication</i> . New Jersey, USA: Pearson Prentice Hall. Whetten. David, (2011). <i>Developing Management Skills</i> . New Jersey: Pearson Prentice Hall.	

MBA Through Online Mode MBA -I, SEM-I Paper – VII ORGANIZATIONAL BEHAVIOUR	
Course Outcome:	The students should be able to: 1. Understand the approaches and models of organizational Behaviour 2. Illustrate the concept & determinants of personality. 3. Explain the concept of perception and process of perception 4. Outline the concept of attitude; types and sources of values. 5. Understand the concept of organizational culture organizational change and development 6. Demonstrate the various strategies for managing conflicts in organization. 7. Apply different theories of motivation and leadership with current situation.
Syllabus contents:	
Unit 1	Introduction to O.B. - Concept, Historical Overview of OB; Disciplines contributing to OB; Approaches to the study of OB, Models of OB
Unit 2	Micro Perspectives of O.B. – Individual Behaviour: Personal factors – Biographical characteristics & learned characteristics, Environmental factors & organizational factors. Personality – concept, Determinants of Personality; Development of Personality Perception – Meaning, nature & process; Attitude- concept components of Attitude, Measurement of Attitude; Values – concept, types of values, Sources of values.
Unit 3	Micro & Macro Dynamics of OB Motivation –Concept, Theories of Motivation – Maslow, Alderfer, Herzberg, McClelland, Vroom & Theory Z; Money & Motivation, Non – Financial incentives and motivation conflicts – concept, Types of conflict, Resolution of conflict stress – concept, causes, strategies to reduce the stress. Leadership Styles, Functions, Theories of Leadership Power & Authority – Concept, Types of Power, Difference between Authority & Power.
Unit 4	Macro Perspectives of OB Organizational Culture – Meaning, Emerging Issues Organization change – Nature, Factors in Organization change Resistance to change, Overcome resistance to change. Organizational Development – OD Techniques -
Reference Books: Aswathappa. K, (2017). <i>Organizational Behavior</i> . Mumbai: Himalaya Publishing House. Brooks. Ian, (2018). <i>Organizational Behaviour</i> . New Jersey: Pearson David Buchanan. David, (2020). <i>Organizational Behaviour</i> . New Jersey: Pearson. Gupta. C, (2014). <i>Organizational Behavior</i> . New Delhi: S. Chand & Company. Huczynski. Andrzej, (2015). <i>Organizational Behaviour</i> . Oxford, UK: Oxford University Press. Lawley. Scott, (2019). <i>Organizational Behaviour</i> . Oxford: Oxford University Press. Luhans. Fred, (2017). <i>Organizational Behavior</i> . New York: McGraw Hill. Pettinger. Richard, (2010). <i>Organizational Behaviour</i> . London UK: Routledge Group. Robbins. Stephan, (2018). <i>Essentials of Organizational Behavior</i> . London: Pearson Education. Smith. Paul, (2012). <i>Organizational Behaviour</i> . London: Routledge Group. Tosi. Henry, (2002). <i>The Fundamentals of Organizational Behaviour</i> . New Jersey: Wiley- Blackwell	

Shivaji University, Kolhapur
Master of Business Administration through Online Mode
MBA – I Sem – II

MBA Through Online Mode MBA -I, SEM-II PAPER-VIII MARKETING MANAGEMENT	
Course Outcomes:	After completion of this course students will be able to: 1. Understand marketing, and its impression on business. 2. Illustrate the dynamic marketing environment 3. Examine buying influences 4. Explain new edge of marketing. 5. Analyze the market and develop suitable marketing strategy
Syllabus Contents:	
Unit 1	Market and Marketing Environment Introduction to Market, classification of market, Meaning & Definition of marketing, Need, scope of marketing, Objectives of marketing, Marketing functions, Core concepts of marketing, Company orientation towards market place. Introduction, Meaning, Scanning the environment, Environmental analysis, Importance and Need, Microenvironment and Macro environment of marketing, Market Plan- Importance, marketing planning process.
Unit 2	Buying Behavior and Marketing Information System Meaning & Definition of consumer behavior, Importance, Factors influencing consumer behavior, Buying decision process, Buying motives. Branding- meaning, advantages & disadvantages, Packaging-meaning, function of packaging Introduction to Marketing Information System, Importance & Requisites. Segmentation- Meaning & Importance, Bases for consumer market segmentation, Selection of segment, Market targeting, Product positioning.
Unit 3	Strategies of 4P's Meaning & Definition of product, Classification of product, Product Life Cycle & Marketing strategies, New product development process, Pricing- Meaning, Pricing objectives, Factors affecting pricing price determination policies, Pricing methods. Promotion mix-publicity, Sales Promotion - Nature & Techniques, Personal selling-nature & Importance, Process of personal selling. Channels of distribution-concept & importance, channels of distribution for consumer product & industrial product, Selection of channel for logistics management

Unit 4	New Edge of Marketing- Neuromarketing- concept, meaning, Neuroscience and Consumer Thinking, Methodology, overview of Applications. Green Marketing- Concept, Importance, Green Marketing Mix, Digital Marketing- Concept, importance, benefits, limitations. Social MediaMarketing.
Reference Books: Ahuja. Vandana, (2015). <i>Digital Marketing</i>. New Delhi: Oxford University Press. Grewal, D. (2016). <i>Marketing</i>. New Delhi: Tata McGraw Hill Education Pvt. Ltd. Kamat. Nitin, (2015). <i>Digital Social Media Marketing</i>. New Delhi: Himalaya publishing House. Karunakaran. K, (2010). <i>Marketing Management</i>. New Delhi: Himalaya publishing House. Kotler, Philip. (2017). <i>Marketing Management</i>. New Delhi: Prentice Hall India Ltd. Loss. Monica, (2013). <i>Green Marketing: Marketing Strategy and Consumer Behaviour</i>. New Delhi: Global.. Vision Publishing House. Ramaswamy, (2017). <i>Marketing Management</i>. New Delhi: Tata McGraw Hill publishingCompany Ltd. Saxena. Rajan, (2005). <i>Marketing Management</i>. New Delhi: Tata McGraw Hill publishing Company Ltd. Shimp, T. (2013). <i>Integrated Marketing Communication in Advertising and Promotion</i>. San Francisco: Cengage Learning. Singh. Surabhi (2021). <i>Neuromarketing and its Applications</i>. New Delhi: Himalaya publishing House. Walker, (2007). <i>Marketing Strategy</i>. New Delhi: Tata McGraw Hill.	

MBA Through Online Mode MBA -I, SEM-II PAPER-IX FINANCIAL MANAGEMENT	
Course Outcomes	After completion of this course students will be able to: 1. Understand Financial Management 2. Illustrate strategic financial planning and models. 3. Demonstrate working capital management. 4. Analyze statements of accounts. 5. Estimate time value of money
Syllabus Contents:	
Unit 1:	Introduction to Financial Management- Introduction, Meaning, Objective, role and functions of financial management Ratio Analysis- Meaning, Nature and interpretation of ratios Profitability, Solvency, Leverage, Turnover ratios, Computation and Comparison of ratios.
Unit 2:	Working capital management – Meaning, Significance, type and determinants of working Operating cycle and estimation of working capital, requirement, Sources and application of working capital. Operating & Financial Leverage- Meaning, Concept and measurement of leverage. Calculation of operating, financial and combined leverage.
Unit 3:	Cost of Capital- Meaning and Significance of cost capital. Capital structure, Calculation of cost of capital-preference, equity and debt. Capital Budgeting- Concept, meaning & importance of capital budgeting. Factors influencing budgeting Investment evaluation criterion –NPV, PI, PBP, IRR.
Unit 4:	Budget and Budgetary Control- Meaning, objective, limitations of budgetary control system. Types of budget. Sales, purchase, Fixed Flexible, Cash, Master budget. Management Reporting- Meaning, objective, essentials of good report. Characteristics of good reporting system. Types of report.
Reference Books: Gitman, Lawrence. (2017). <i>Principles of Managerial Finance</i> . New Jersey, USA: Pearson Education. Horne, J. (2002). <i>Financial Management & Policy</i> . New Jersey: Pearson Education. Knott, G. (1991). <i>Financial Management</i> . London: Palgrave Publications. Khan, M. (1982). <i>Financial Management</i> . New Delhi: Tata McGraw Hill. Prasanna Chandra, Prasanna. (2005). <i>Fundamentals of Financial Management</i> . New Delhi: Tata McGraw Hill. Rustagi, R. (2021). <i>Financial Management</i> . New Delhi: Taxmann Publications. Seeba, Kapil. (2015). <i>Fundamental of Financial Management</i> . New Delhi: Wiley India. VanHorne. (2001). <i>Financial Management and Policy</i> . New Delhi: Prentice Hall Publications.	

MBA Through Online Mode MBA -I /SEM-II HUMAN RESOURCE MANAGEMENT Paper – X	
Course Outcome:	The students should be able to: 1. Understand the concept of HRM, Functions & Development of HRM 2. Illustrate the concept of Strategic HRM 3. Demonstrate the process of HRP. 4. Explain the sources of recruitment, selection and placement process. 5. Outline the concept of Employee health and safety. 6. Illustrate the methods of wage payment and the types of incentives and benefits. 7. Understand the concept of virtual organization; flexi time & flexiwork, moonlighting, Employee engagement, Employee branding HR Capital & Talent Management.
Syllabus contents:	
Unit 1	Human Resource Management Concept , Nature, Scope & Functions; Development of Human Resource Management; Strategic Human Resource Management – Concept, Difference between Traditional HRM & Strategic HRM
Unit 2	Human Resource Planning – Meaning, Objectives, Importance & Process, Barriers of HRP Job Analysis- Concept, Uses, Process; Job Description & Job Specification; Recruitment – Objectives, Sources of Recruitment, Factors of Recruitment; Selection – Process Placement – Concept, Process; Socialization – Phases.
Unit 3	Maintenance of Manpower Employee Health & Safety – Concept; Occupational Hazards& Accidents – types and causes; Safety – Significance; Social Security- Concept, Objective, Scope, Types. Wage & Salary administration – objectives, Methods of wage payment, Factors, affecting wage & salary level, Incentives – Concept, Types, Benefits
Unit 4	HR in new era Virtual Organization, Flexi time, Flexi work, Moonlighting by employees; Human Resource Accounting – Meaning, Objectives, Methods, Limitations; Employee Engagement, Employee Branding, Green HRM, HR Capital, Talent Management.
Reference Books: Aswathappa, K. (2010). <i>Human Resource Management</i> . New Delhi: McGraw Hill Publication. Byars, Lloyd. (2000). <i>Human Resource Management</i> . New York: McGraw Hill. DiCenzo, David. (2021). <i>Human Resource Management</i> . New Delhi: Wiley India Publications. Gary Dessler, Gary. (2017). <i>Human Resource Management</i> . New Jersey: Pearson Prentice Publications. Gilbert, Joaquina (2020). <i>Human Resource Management</i> . Mumbai: Vibrant Publication. Stewart, Greg (2019). <i>Human Resource Management</i> . USA: Wiley. Joh M. Ivancevich, Joh. (2007). <i>Human Resource Management</i> . New York: McGraw Hill Khanka, S. (2003). <i>Human Resource Management</i> . New Delhi: S. Chand Publications. Mondy, Wayne. (1993). <i>Human Resource Management</i> . University of Michigan: Allyn and Bacon Rao, V. (2020). <i>Human Resource Management</i> . New Delhi: Taxmann Publications Pvt. Ltd. Subba Rao, P. (2011). <i>Human Resource Management</i> . Mumbai: Himalaya Publications. Verhulst, Suson. (2018). <i>Human Resource Management</i> . USA: Wiley	

MBA Through Online Mode MBA -I, SEM-II PAPER-XI OPERATIONS MANAGEMENT	
Course Outcomes:	After completion of this course students will be able to : 1. Understand Operations management system 2. Interpret issues pertaining to management of productivity, manufacturing technology and facilities. 3. Explain an appreciation of the crucial role of operations management in the efficiency, competitiveness, and profitability of business operations. 4. Demonstrate the formulation and application of methods and models for inventory management. 5. Illustrate various aspects of quality management.
Syllabus Contents:	
Unit 1	Introduction to Production Management Production Management- Introduction, Nature and scope of operations Management, Historical Evolution of Operations Management, Interface with other functional areas such as Marketing Personnel Finance, Purchasing, Maintenance, Research and Development. Operations Research-Computers and advanced Operations Technology Production Systems and PPC Types of Production Systems – Intermittent and continuous, Job Batch, Mass and flow production systems, Assembly lines balancing, E- Manufacturing-Emerging Manufacturing Technology, Option and Choice.
Unit 2	Production Planning Control – Objectives, Types and functions of PPC, The Aggregate Planning process, Elements of scheduling,- Master Scheduling, priority planning, Facility Loading, Sequencing problem of Scheduling. Production Control- Control Techniques. Plant location and plant Lay Out- Need, Importance and Selection of exact location, Factors affecting plant location selection, plant Lay out-Importance, Types of Plant Lay Out, Criteria for good layout.
Unit 3	Quality and Material Management A) Quality Management – Meaning and Importance, Inspection, and Quality Control, Quality Assurance, Strategic role of Quality Management, Purpose of Quality Control- Cost of Quality- Total Quality Management, ISO Certifications. Computers in Quality control. Maintenance and Material Management - Introduction to Materials Management, types of maintenance, Modern approaches to Maintenance Management, Primary and Secondary Objective of Material Management, Scope of Material Management organization. Materials Management Techniques.
Unit 4	Store and Inventory Management – Purchasing and Store Management - Importance of Purchasing- Purchasing Procedure and policies. Responsibilities of PurchaseManager, Store Keeping- Objective, Importance of Store Lay Out. Inventory Management-Types of inventory Management Systems, Objectives of MRP, Fix Order Quantity periodic Review System, Selective Control of Inventory – ABC Analysis, VED Analysis.

Reference Books:

- Aswathappa, K. (2017). *Production & Operations Management*. Mumbai: Himalaya Publishing House.
- Buffa, E. (1980). *Operations management*. New Delhi: Wiley India Private Limited.
- Cherry, S. (2009). *Production and Operations Management*. New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Chunawala, S. (2018). *Production & Operations Management*. Mumbai: Himalaya Publishing House.
- Gupta, P. (1976). *Operation Research*. New Delhi: S. Chand publication.
- Pannerselvan, R. (2012). *Production & Operations management*. New Delhi: Eastern Economy Edition.
- Swaroop, Kanti. (2019). *Operation Management*. New Delhi: Sultan Chand & Sons publication.
- Wagner, Harvey. (1975). *Principles of Operation Research*. New Delhi: PHI publication.

MBA Through Online Mode MBA -I, SEM-II Paper – XII LEGAL AND BUSINESS ENVIRONMENT	
Course Outcomes:	After studying this course students will be able to : 1. Understand Legal Aspects of Business with respect to Indian economy. 2. Identify various legal provisions relevant to business aspects and situations. 3. Illustrate components of business environment. 4. Examine Business Environment. 5. Appraise Globalization trends a, challenges and environment for foreign trade and investments.
Syllabus Contents:	
Unit 1	Introduction to Business Law and Mercantile Law Importance of legal knowledge to managerial personnel and Entrepreneurs. Structure of Indian Legal system. Fundamentals of Indian Contract Act 1872 General rules relating to formulation of contract, Performance and discharge of contract. Breach of contract and remedies for Breach of contract, Quasi contracts, Various special contracts like Bailment, agency, indemnity and guarantee General principles of sale of goods Act
Unit 2	Principles of Laws relating to Business organizations. Formation of partnership firms and company Protecting Company/ Business Property. Dissolution of partnership and winding up of company Intellectual Property Rights Copy right, Trademarks, Patents etc Registration and protect of IPRs, Remedies for infringement of IPRs.
Unit 3	Business Environment - Macro and Micro Indicators of Business environment, Growth Indicators and Development Indicators. Sectors of Indian economy and Emerging sectors during last 20 years. Relative Size and growth of Public and Private Sectors.
Unit 4	Global Business Environment - Globalization trends and challenges, Development of Rural sector since globalization, Environment for Foreign Trade and foreign investment. Exchange rate movements and its impact on economy. India's competitiveness in the world economy and ease of doing business in India.
Reference Books: Cherunilam, Fransis. (2018). <i>Business Environment</i> . Mumbai: Himalaya Publication. Davis, Keith. (2015). <i>Business and Society</i> . New York, USA: McGraw Hill Publications. Dutt, Rudder. (2019). <i>Indian Economy</i> . New Delhi: Vikas Publishing House. Hulleman. Wim, (2021). <i>Economics and Business Environment</i> . London, UK: Routledge Publication. Maheswari, (2020). <i>Mercantile Law</i> . Mumbai: Himalaya Publishing House. Pailwar, Veena. (2020). <i>Economic Environment of Business</i> . New Delhi: PHI learning Pvt. Ltd. Pathak. (2018). <i>Legal Aspects of Business</i> . Mumbai: Tata McGraw- Hill Publishing Company Limited Sulphey, M.M. (2014). <i>Laws for Business</i> . New Delhi: PHI Learning Pvt. Ltd.	

MBA Through Online Mode MBA -I, SEM-II PAPER-XIII RESEARCH METHODOLOGY	
Course Outcomes:	After studying this course students will be able to : 1. Explain various terms used in research process 2. Understand research design, sample design and sampling methods 3. Apply appropriate methods for data collection for research work 4. Make use of appropriate statistical tools for data analysis and interpretation 5. Design sampling frame
Syllabus Contents:	
Unit 1	Introduction to Research and Research Design: Meaning, objectives & Motivation in research: Types of research –Research Approach Research process, relevance & scope of research in management. Ethics in Research. Research Design: Features of good Design, Types of Research Design, and Basic principles of experimental Design. Sampling Design: steps in sample Design, Characteristics of a good Sample Design, Different Types of Sample Designs: non-probability sampling and probability sampling.
Unit 2	Measurement and Data Collection: Measurement & scaling techniques: Errors in measurement test of sound measurement, scaling & Scale construction technique, reliability and validity of scale. Methods of data collection: Primary data – Observation, Interviews Questionnaire and schedule, Collection of secondary data. Processing and analyzing data: Measures of central tendency, measures of dispersion and skewness, simple and multivariate regression analysis
Unit 3	Sampling and Testing of Hypothesis: Testing of Samples: Sampling distribution, sample theory determining size of sample, confidence level. Testing of Hypothesis: Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis.
Unit 4	Interpretation of Data, report Writing Plagiarism and research in Functional areas: Interpretation of data: Techniques of Interpretation, report writing, layout of a project report. Writing and publication of a research article. Plagiarism: Meaning, importance of plagiarism in research. Ways of checking the plagiarism. How to avoid or reduce the Plagiarism. Use of Computers and software in research. Research in general management: Research in functional areas – marketing, finance, HR, production.
Reference Books: Bryman, Alan. (2016). <i>Business Research Methods</i> . A South Asian Perspective with CourseMate, Boston: Cengage Learning. Cooper, Donald (2018). <i>Business Research Methods</i> . New York: McGraw Hill Hair, Joseph (2011). <i>Business Research Methods</i> . London: Routledge Group. Kothari, C.R. (2019). <i>Research Methodology</i> . Mumbai: New Age International Publishers. Michael, Dr. V.P. (2010). <i>Research Methodology in Management</i> . Pune: Himalaya Publishing House. Pannerselvan, R. (2014). <i>Research Methodology</i> . New Delhi: PHI Learning. Zikmund, William (2019). <i>Business Research Methods</i> . Boston, San Francisco: Cengage Publications.	

MBA Through Online Mode MBA -I , SEM-II PAPER-XIV STRATEGIC MANAGEMENT	
Course Outcomes:	After studying this course students will be able to: 1. Understand the concept and process of strategic management 2. Illustrate various tools used for strategic choice 3. Demonstrate strategy evaluation and control 4. Evaluate external and internal business environment 5. Analyse situational SWOT
Syllabus Contents:	
Unit 1	Introduction to Strategic Management - Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making, Definition of strategic management, strategic management process, Strategic intent: Vision, Mission, Goals and Objectives. Environmental scanning and appraisal, Organisational appraisal, ETOP, Strategic Advantage Profile
Unit 2	Strategy Formulation and Choice - Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Generic business strategies; Survival and Growth strategies. -Strategic analysis and choice- Tools and techniques for strategic analysis, GAP analysis, BCG Matrix, Porter's five forces model, TOWS Matrix, Grand Strategy Matrix
Unit 3	Strategy Implementation: Inter-relationship of formulation and implementation, Project Implementation, Procedural implementation, Resource Allocation, Behavioral implementation, Structural implementation, Functional implementation.
Unit 4	Strategy Evaluation & Control - Strategy Evaluation: Importance, Overview of strategic evaluation, strategic control, Operational Control, techniques of strategic evaluation and control
Reference Books: Arthur A. Thompson et.al., (2019). <i>Crafting and Executing Strategy</i> . New York: McGraw Hill companies . Gerry Johnson et.al., G. J. (2019). <i>Exploring Corporate Strategy</i> . Chennai: Pearson Publication. Hoskisson, M. (2009). <i>Strategic Management</i> , . Ireland: Cengage Learning. Kazmi, A. (2008). <i>Strategic Management and Business Policy</i> . TMH, Europe: The McGraw Hill companies. McMillan, E. (2008). <i>Complexity Management and the Dynamics of Change</i> . UK: Routledge: Howick place., Rao, B. P. (2011). <i>Business Policy and Strategic Management</i> . Pune: Himalaya Publishing House . Wheelen, T. (2018). <i>Concepts in Strategic Management and Business Policy</i> , . Chennai: Pearson Publication.	

F. Procedure for admissions, curriculum transaction and evaluation:

Eligibility Criteria for Admission:

A Learner residing within or outside India may enroll for M.B.A. through Online Mode programme by fulfilling following norms:

- Passed Bachelor Degree of minimum 3 years duration. Obtained at least 50% marks (45% marks in case of candidates belonging to reserved

category) in the qualifying examination

- If Candidate obtained Graduation from any Foreign Institute then S/he has to produce 'Equivalence Certificate issued by the Association of Indian Universities' for admissions.

Entrance Test:

To get admission to Online MBA programme, there will not be any entrance exam.

Learners may directly apply for admission whenever notification by Shivaji University, Kolhapur.

Fee Structure for MBA through Online Mode Programme

M.B.A. through Online Mode Programme fees; learners have to pay through Internet Banking, Credit Card/ Debit Card (RuPay/Visa/MasterCard/Maestro), Internet Banking, IMPS, Cash Cards/ Mobile Wallets (additional service charges, as per rules, shall be applicable in addition to the application form processing fees). This fee is non-refundable and non-transferable under any circumstances.

For Candidates from India	₹ 1,20,000 /- (Excluding Examination and Other Fees) (For 4 Semesters)
For Foreign Learners	US \$ 1760 /- (Excluding Examination and Other Fees) (For 4 Semesters)

Documents Required for the Admission

- For Indian Learners
 - Colour Scan Copy of SSC, HSC and Graduation mark sheets.
 - Caste Certificate (If applicable).
 - Recent passport size photograph Scan copy and Scan signature of the student.
 - Any Govt. ID Proof such as Aadhaar Card, PAN Card, Passport etc.
- For Foreign Learners
 - If Candidate obtained Graduation from any Foreign Institute then S/he has to produce 'Equivalence Certificate issued by the Association of Indian Universities' for admissions.

Curriculum Transaction:

Web-based Tools:

- e-Books
- PDFs
- Video Lectures (Synchronous and Asynchronous Type)
- OERs as per Need of Programme etc.

➤ Pattern of Examination:

Examination of each course will be divided as 20 Marks for Internal Evaluation and 80 Marks for Semester-End-Examination.

1. **Internal Evaluation** (of 20 Marks) for each Course will consists of;

a. For Semester-I and II:

Home Assignments to be hand written by Learner and to be uploaded on LMS.

b. For Semester- III and IV:

Uploading the Recorded Video on Case Presentation on LMS.

2. **Semester End Evaluation** (of 80 Marks) for each Course will consists of;

Nature of Question paper and Scheme of marking for all courses are as follows:

1	Nature of Examination	Proctored Online Examination through LMS
2	Nature of Questions	Multiple Choice Questions (MCQs)
3	Number of Questions	80 Multiple Choice Questions (MCQs)
4	Marks for Each Question	01 Mark
5	Marking Scheme	01 Mark for Every Correct Answer. No Negative Marking
6	Specific Nature of Questions	Multiple Choice Questions (MCQs) be asked in the form of- • Case Study followed by MCQs (Long Case followed by 05 MCQs) • Caselet followed by 01 MCQ
7	Difficulty Level	Question Paper must have – • 30 MCQs- Easy Level-Covering Basic Conceptions • 30 MCQs- Moderate Level- Covering Quick Decision-Making abilities. • 20 MCQs- Hard Level- Covering Analytical Thinking and its Applications
8	Time Duration	03 Hours (i.e., 180 Minutes)

Standard of Passing:

1. There will be separate head of passing for internal evaluation and external evaluation. Such internal evaluation is of the 20 Marks and learner required to earn at least 10 Marks for passing of one course and there are 80 Marks for external evaluation and learner has to earn at least 40 Marks for one course, that means 50% Marks learner has to earn for passing under each head.
2. No class will be awarded to any part of examination. It will be awarded in aggregate; after successfully completion of all the courses.

Passing Rules:

1. For admission to M.B.A. Part-II, a candidate must have to appear for the Examination of MBA through Online Mode Semester - I and Semester - II.
2. The learners who have completed Semester - I are allowed to continue for Semester - II and learners who have completed Semester - III are allowed to continue for Semester - IV as per above rule.
3. Learners have to complete MBA programme within 2+4 years from the date of admission. If students fail to complete the program within stipulated period then their registration to the said program stand cancel.

G. Requirement of the laboratory support and Library Resources:**a. Requirement of the Laboratory Support:**

Nil

b. Requirement of Library Resources:

e-Books, e-journals, Online Subscriptions of Digital Books/ Library etc.

I. Cost estimate of the programme and the provisions:

Sr. No.	Particulars	Details
1.	Annual Salary Expenses of Teaching Staff	Total 12 posts of Assistant Professor Cadre- Rs.57000/month X 12 Positions X 12 Months = Rs. 82,08,000 /-
2.	Annual Salary Expenses of Non-teaching/ technical staff	Non-Teaching- Rs. 30000/month X 12 months X 1 Nos. = Rs. 3,60,000 /- Technical Staff Hiring/ Outsourcing = Rs. 30,00,000 /-
3.	Library Expenses	For e-books, Subscriptions, Online Accessing Charges etc. = Rs. 10,00,000 /-
4.	Administrative Expenses	For various Local/ National /Global Certifications, Permissions, Approvals, Contingent etc. along with Admission Form Fee, e- Suvidha, Development Fund, Prospectus, eligibility Fees etc. = Rs. 1,00,00,000 /-
5.	Any Other	• LMS = Rs. 50,00,000 /- • Advertisements (Television/ Print Medium/ Social Media etc.) = Rs. 30,00,000 /- • Annual Maintenance Cost of Web/ LMS and Data Storage = Rs. 50,00,000 /- • Contingent = Rs. 2,19,32,000/-
6.	Laboratory Expenses	Nil
7.	Expenses for Tools and Equipment	• Purchasing of Computers / Tablets/ allied peripherals for e-content development etc./ Studio Development etc. = Rs. 25,00,000 /-
8.	Total Expenses	Rs. 6,00,00,000/-

J. Quality assurance mechanism and expected programme outcomes:

1. Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.
2. Develop incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.
3. Develop skills on analyzing the business data application of relevant analysis and problem solving.
4. Demonstrate a global outlook with the ability to identify aspects of the global business and cross-cultural understanding.
5. Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
6. Develop effective and oral communication especially in business applications, with the use of appropriate technology.
7. Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skill of team members in the related context.



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Shivaji University, Kolhapur
Centre for Distance and Online Education

Online MBA
Academic Plan: 2025-2026

Day	Date	Event
Monday	02.06.2025 to 31.08.2025	Admission Process and Document verification
Monday	02.06.2025 to 31.08.2025	Admission Process and Document verification
Monday	02.06.2025 to 31.08.2025	Admission Process and Document verification
Monday	01.09.2025 to 04.09.2025	Distribution of Login ID and Passwords to Registered Learners
Friday	05.09.2025	Teachers Day celebration
Monday	08.09.2025	Academic Session 2025-26 Semester-I begins
Monday	08.09.2025	Workshop for LMS and students counselling and orientation of LMS
Tuesday	09.09.2025 to 11.09.2025	Induction and orientation of students of the Programme
Friday	12.09.2025 to 30.09.2025	Synchronous Sessions for all courses of SEM-I
Wednesday	01.10.2025 to 10.10.2025	Synchronous Sessions for all courses of SEM-I
Thursday	02.10.2025	Gandhi Jayanti celebration
Sunday	05.10.2025	World Teachers day Celebration
Saturday	11.10.2025 to 26.10.2025	Discussion Forum
Monday	27.10.2025	Announcement of Assignment
Tuesday	28.10.2025 to 16.11.2025	Submission of Assignments
Sunday	09.11.2025	Entrepreneurship day celebration
Monday	17.11.2025 to 18.11.2025	Question Bank & Mock test
Wednesday	19.11.2025 to 28.11.2025	End Examination of SEM-I
Saturday	29.11.2025 to 10.12.2025	SEM-I Result Declaration
Thursday	11.12.2025 to 21.12.2025	Academic Session 2025-26 Semester-II begins
Monday	22.12.2025 to 24.12.2025	Induction and orientation of students of the Programme
Thursday	25.12.2025 to 31.12.2025	Synchronous Sessions for all courses of SEM-II
Thursday	01.01.2026 to 31.01.2026	Synchronous Sessions for all courses of SEM-II



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Monday	02.02.2026 to 18.02.2026	Discussion Forum
Thursday	19.02.2026 to 28.02.2026	Revision sessions
Saturday	21.02.2026	Management day celebration
Monday	02.03.2026 to 10.03.2026	Announcement of Assignment
Sunday	08.03.2026	Women's day Celebration
Wednesday	11.03.2026 to 22.03.2026	Submission of Assignments
Monday	23.03.2026 to 25.30.2026	Question Bank & Mock test
Thursday	26.03.2026 to 08.04.2026	End Examination of SEM-II

Sd/-
Programme Coordinator

Shivaji University, Kolhapur
Centre for Distance and Online Education
Online M. Com. Programme
Academic Plan 2025-2026

Shivaji University, Kolhapur
Centre for Distance & Online Education
Online M. Com. Academic Plan 2025-26

Day	Date	Event
Monday	02.06.2025 to 31.08.2025	M. Com. (Online Mode) Admission Process and Document Verification
Monday	01.09.2025 to 05.09.2025	Online M. Com. Distribution of Login Credential to Registered Learners
Saturday	06.09.2025	Online M. Com. Academic Session 2025-26 Semester - I begins
Tuesday	09.09.2025 to 11.09.2025	Online M. Com. Induction and orientation of students of the Programme
Thursday	11/09/2025 to 30/09/2025	Synchronous Sessions (Online M. Com.) for all courses of Sem. - I
Monday	01/09/2025	Online M. Com. - Announcement of Assignments
Monday	06/10/2025 to 25/10/2025	Online M. Com. - Discussion Forum
Saturday	06/11/2025 to 25/11/2025	Online M. Com. - Submission of Assignments
Saturday	01/11/2025 to 15/11/2025	Online M. Com. - Revision sessions
Monday	17/11/2025 to 18/11/2025	Online M. Com. - Question Bank & Mock Test
Wednesday	19/11/2025 to 28/11/2025	Online M. Com. - End Examination of Sem. - I
Saturday	29/11/2025 to 10/12/2025	Online M. Com. - Sem. - I Result Declaration
Thursday	25/12/2025 to 31/12/2025	Online M. Com. - Synchronous Sessions for all courses of Sem. - II
Thursday	01/01/2026 to 31/01/2026	Online M. Com. - Synchronous Sessions for all courses of Sem. - II
Monday	02/02/2026 to 18/02/2026	Online M. Com. - Discussion Forum
Thursday	19/02/2026 to 28/02/2026	Online M. Com. - Revision sessions
Monday	02/03/2026	Online M. Com. - Announcement of Assignments
Wednesday	11/03/2026 to 22/03/2026	Online M. Com. - Submission of Assignments
Monday	23/03/2026 to 25/03/2026	Online M. Com. - Question Bank & Mock test
Thursday	26/03/2026 to 08/04/2026	Online M. Com. - End Examination of Sem. - II
Thursday	09/04/2026 to 20/04/2026	Online M. Com. - Sem. - II Result Declaration
Tuesday	21/04/2026 to 30/04/2026	Online M. Com. - End of First Academic Year
Monday	01/06/2026 to 15/06/2026	Online M. Com. - Induction and orientation of students of the programme
	April	Paper Setting March/April 2026
	April	Examination March/April 2026
	May	Result, Result Analysis Repeater Exam Follow/up

[Signature]
 Programme Coordinator
 Online M. Com.

Shivaji University, Kolhapur
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Academic Calendar 2025-26 Mathematics Online Mode

Session I Oct 2025		
Day	date	Event
Monday	02- 30/06/2025	Admission Process , ABC ID , DEB ID
Tuesday	10/06- 15/06/2025	E content allotment Sem I
Wednesday	11/06- 15/09/2025	Prepare MCQ questions for Internal Exam M.Sc Maths
Thursday	12/06-30/06/2025	Contact to students for taking admission from previous registered data.
Tuesday	17/06- 30/06/2025	Contact to study centre for new admissions.
Monday	02/06-30/09/2025	Prepare e content for Certificate course and M.Sc. Mathematics Online.
Wednesday	04/06/2025	Prepare a whatsapp group for M.Sc Part I students.
Tuesday	17/06/2025	Course Introduction for M.Sc Part I students.
Wednesday	02/07/2025	Course Introduction for M.Sc Part I students
Thursday	03/07- 20/07/2025	Synchronous session Sem I M.Sc Maths
Friday	04/07- 31/07/2025	E content follow up
Monday	07/07-3/07/2025	E content editing .
Wednesday	09/07-20/07/2026	Review and approval process of e content
Thursday	10/07-31/07/2025	Design of course and upload e content on LMS
Thursday	10/07-31/07/2025	Study center follow up for new admission.
Friday	11/07/2025	Diksharanbh Programme
Friday	25/07-10/08/2025	Synchronous session Sem I M.Sc Maths
Wednesday	13/08-31/08/2025	Filling exam form oct 2025 follow up.
Saturday	23/08- 10/09/2025	Synchronous session Sem I
Wednesday	23/09 30/09/2025	Conduct internal exam
Friday	26/09-28/09/2025	Coollection of Internal work from students
Friday	03/10 -20/10/2025	Contact session Sem I
Monday	06/11/-15/11/2026	Examinations Oct 2025
	November	Internal mark submission
Monday	22/12/2025	National Mathematics Day
Wednesday	24/12-3012/2025	E content allotment Sem II
	December	Billing process
	December	Examinations Oct 2025

Session II March 2026		
Day	Date	Event
	January 2026	Result, Repeater Exam Form Follow-up
Monday	03/01-20/01/2026	E content follow up
Tuesday	11/01/2026	On job training workshop.
Monday	17/01-30/01/2026	E content editing
Tuesday	04/01/2026 to 31/01/2026	Design of course and upload e content on LMS
Monday	02/02- 20/02/2026	Synchronous session Sem II M.Sc Maths
Saturday	21/02- 05/03/2026	Synchronous Session sem I (for backlog)
Tuesday	03/03/2026	E content follow up sem II and E content editing
	21/03/2026	Review and approval process of e content
		upload e content on LMS
Tuesday	10/03/2026 to 25/03/2026	Checking students OJT project .
Friday	27/03 – 03/04/2022	SET/NET Workshop
Monday	06/04- 12/04/2026	Conduct Internal exam March 2026
Tuesday	15/04-20/04/2026	Collection of Internal work from students
Wednesday	20/05-23/05/2026	OJT project viva
Monday	25/05 -27/05/2026	Internal Mark submission.
Tuesday	26/05-30/05/2026	Billing process
Wednesday	03/06-10/06/2026	E content allotment Sem III
Tuesday	09/06/2026	Review and approval process of PPR
	June	March 2026 Examination
	June	Prepare prospectus and admission procedure 2026-27

Sd/-
Course Coordinator

Sd/-
Programme Coordinator



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Online M. Com.

Mechanism to ensure the proper implementation of Programme Project Report (PPR)

In accordance with the UGC's regulations (ODL Programmes and Online Programmes) Regulations, 2020, the following Key mechanisms are used to ensure the proper implementation of Programme Project Report (PPR)-

1. Admission, tuition fee and concession to various groups are approved by university authority and implemented time to time.
2. The developed e-content undergoes a structured process of assessment and review to ensure its overall quality, accuracy, and relevance to the prescribed course material. Each e-content is carefully examined to confirm its correctness, consistency, and alignment with the intended course outcomes. Based on the feedback and recommendations provided by the e-Content Review and Approval Committee (e-CRAC), necessary revisions are incorporated before finalization. Once approved, the validated e-content is uploaded on the Learning Management System (LMS). To further support accessibility and smooth functioning, the University has appointed dedicated technical assistants for managing and facilitating the use of e-content.
3. e-SLM is developed by subject experts and its editing process is implemented successfully before uploading on LMS with printable form.
4. Question paper setting and assessment workshop is conducted for proper implementation of evaluation structure approved by University authority.
5. Conduct of examination and declaration of results are scheduled as per university norms.
6. University has industry-interaction cell which conducts programme to enhance the employment and earn ability of learners.

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Estd. 1962
“A++” Accredited by NAAC(2021)
With CGPA 3.52

Mechanism to ensure the proper implementation of Programme Project Reports (PPR)

Sr. No.	Component of PPR	Action Taken
1.	A. Programme’s objectives	In the Process of implementation
2.	B. Relevance of the program with CDOE’s Mission and Goals Vision, Mission, Goal, PO (Program Outcome), PSO (Program Specific Outcome)	In the Process of implementation
3.	C. Nature of target group of learners	Reached to the Target Group
4.	D. Appropriateness of programme to be conducted in Open and Distance Learning and/or Online mode to acquire specific skills and competence	In the Process of implementation
5.	E. Instructional Design: 1. Title of The Programme 2. Duration of the Programme 3. Medium of Instruction 4. Credit System Implementation 5. Programme Structure 6. Specification For Online Mode of Delivery of the Programme 7. Details Syllabus	Completed
6.	F. Procedure for admissions, curriculum transaction and evaluation 1. Eligibility 2. Intake 3. Academic Calendar 4. Required Document while taking Admission to Programme along with Payments of Fees. 5. Programme Fees. 6. Evaluation Pattern 7. Standard of Passing 8. Nature of Question Paper	Completed
7.	G. Requirement of the laboratory support and Library Resources a. Requirement of the laboratory support b. Requirement of the Library Resources	Not Applicable
8.	H. Cost estimate of the programme and the provisions	Budgetary Provision is available
9.	I. Quality assurance mechanism and expected programme outcomes a. Quality assurance mechanism: b. Expected programme outcomes:	In the Process of implementation